



Ca' Foscari  
University  
of Venice




# Guidelines for Quality Assurance

Evaluation Office  
Year 2026

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## COLOUR LEGEND

-  Stakeholders
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## Quality Assurance

### THE AVA SYSTEM IN ITALY

**Quality** is at the heart of the activities carried out by Universities to achieve their educational, scientific and third mission/social impact objectives, with the aim of:

- creating a broad base of advanced knowledge;
- promoting research and innovation;
- preparing students for active citizenship and their future role in society;
- supporting students' cultural development in accordance with their motivations, expectations and needs.

In Italy, the National Agency for the Evaluation of Universities and Research Institutes (ANVUR) oversees the national quality evaluation system for universities and research bodies and defines quality assessment methods and criteria, as well as quality indicators for the evaluation of Academic Programmes, PhD Programmes and university departments and sites. ANVUR also defines indicators for assessing the management of resources and the efficiency and sustainability of Universities.

The evaluation and accreditation procedures follow the general guidelines of the Italian Ministry of University and Research (MUR).

The **AVA system (Autovalutazione, Valutazione, Accreditamento – Self-assessment, Evaluation, Accreditation)** was adopted in Italy in 2013. Its aim is to improve the quality of education, research and third mission/social impact activities, as well as other institutional and management activities carried out in the universities, through the application of a Quality Assurance (QA) model based on institutions' internal procedures for the planning, management, self-assessment and improvement of educational and scientific activities as well as on an external audit carried out in a clear and transparent manner.

In 2022, the new Periodic Accreditation Model for Universities and their Academic Programmes (A.V.A. 3) was introduced, which also includes PhD programmes in the evaluation system, in line with the provisions of Italian Ministerial Decree 226/2021.

The Italian QA system adheres to **European standards** (*Standards and Guidelines for Quality Assurance in the European Higher Education Area - ESG*).

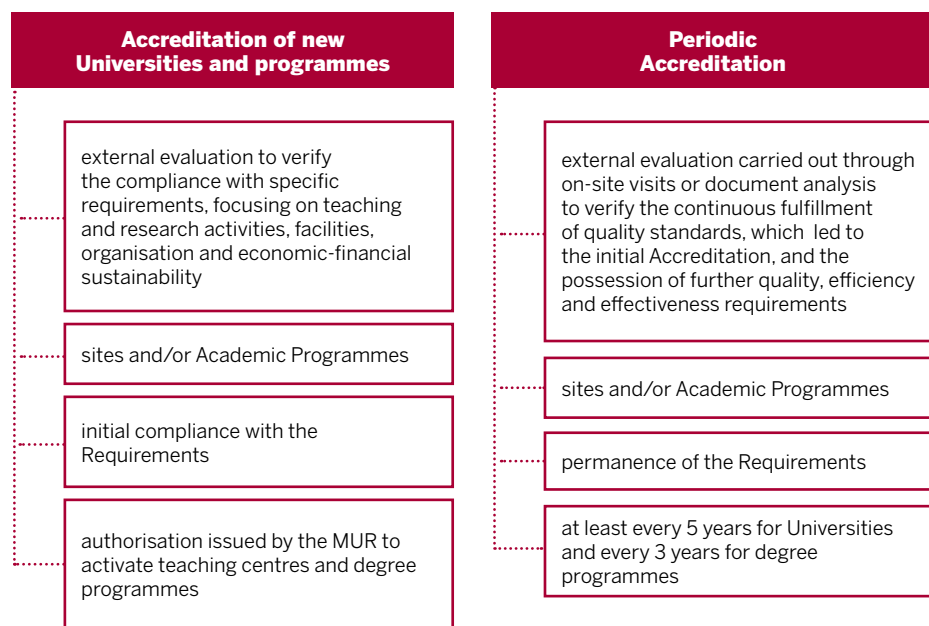
Evaluation can be internal and external:

- **internal evaluation** is carried out by the Institution's bodies that are responsible for evaluation. It represents the ability to critically analyse the

activities carried out and the results achieved;

- **external evaluation** is carried out, generally on behalf of an Agency (or by a Certification Body), by an evaluation team composed of several experts or peers (peer review) who are external to the Institution.

**Accreditation** is the evaluation process certifying that the Institution and its Academic Programmes possess the requirements needed to perform institutional activities, as well as the authorisation to issue degrees. It is the **result of the external audit conducted by ANVUR** and it is **granted by the MUR** on the proposal of ANVUR.



**Quality Assurance (QA)** is the set of internal processes and activities which aim to fulfill the Quality Assurance requirements and to improve the quality of higher education ensuring that education programmes are consistent with cultural and social needs.

## THE A.V.A. 3 MODEL - QUALITY ASSURANCE REQUIREMENTS

In line with the provisions of Italian Ministerial Decree 1154/2021, the A.V.A. 3 Model envisages five different areas of assessment, broken down into specific points of attention and aspects to be considered, which refer to the quality assurance requirements of the University and its Academic Programmes, PhD courses and Departments.



REQUIREMENTS FOR THE UNIVERSITY:	
<b>Evaluation domain A</b> STRATEGY, PLANNING AND ORGANISATION	<ul style="list-style-type: none"> <li>• the University defines, formalises and implements its own vision of the quality of teaching, research, third mission/social impact and other institutional and management activities <b>(A.1)</b></li> <li>• the University implements a Quality Governance and Quality Assurance System <b>(A.2)</b>, provided with an effective system for planning and monitoring the processes and results achieved <b>(A.3)</b> and methods for the critical review of its activities <b>(A.4)</b>, assigning students an active and participatory role <b>(A.5)</b></li> </ul>
<b>Evaluation domain B</b> RESOURCE MANAGEMENT	<ul style="list-style-type: none"> <li>• the University defines and implements a system for the management of human resources <b>(B.1)</b>, financial resources <b>(B.2)</b>, facilities <b>(B.3)</b>, supplies and technologies <b>(B.4)</b>, data, information and knowledge <b>(B.5)</b></li> </ul>
<b>Evaluation domain C</b> QUALITY ASSURANCE	<ul style="list-style-type: none"> <li>• the University provides itself with a system for Academic Programmes and Departments self-assessment <b>(C.1)</b> through a monitoring system and the review of processes and results of teaching, research and third mission/social impact <b>(C.2)</b></li> <li>• the QA System must include monitoring of its effectiveness <b>(C.3)</b></li> </ul>

<b>Evaluation domain D</b> QUALITY OF TEACHING AND SERVICES FOR STUDENTS	<ul style="list-style-type: none"> <li>the University has a clear overall vision of the programming and articulation of the teaching offer <b>(D.1)</b>, pays attention to the programmes' design and update <b>(D.2)</b> and to students' incoming, ongoing and outgoing guidance activities, admission procedures and career management <b>(D.3)</b></li> </ul>
<b>Evaluation domain E</b> QUALITY OF RESEARCH AND THIRD MISSION/ SOCIAL IMPACT	<ul style="list-style-type: none"> <li>the University has a clear overview of how Departments define their strategies <b>(E.1)</b>, implement systems for planning, monitoring and evaluating processes and results <b>(E.2)</b> and define criteria for the use of resources <b>(E.3)</b></li> </ul>
<b>REQUIREMENTS FOR ACADEMIC PROGRAMMES - D.CDS</b>	
<ul style="list-style-type: none"> <li>Quality Assurance in study programme design <b>(D.CDS.1)</b></li> <li>Quality Assurance in study programme delivery <b>(D.CDS.2)</b></li> <li>Resource management in the study Programme <b>(D.CDS.3)</b></li> <li>Review and improvement of the study programme <b>(D.CDS.4)</b></li> </ul>	
<b>REQUIREMENTS FOR PHD PROGRAMMES - D.PHD</b>	
<ul style="list-style-type: none"> <li>Design of the PhD programme <b>(D.PHD.1)</b></li> <li>Planning and organisation of training and research activities for PhD students <b>(D.PHD.2)</b></li> <li>Monitoring and improvement of activities <b>(D.PHD.3)</b></li> </ul>	
<b>REQUIREMENTS FOR DEPARTMENTS - E.DIP</b>	
<ul style="list-style-type: none"> <li>Definition of strategies for teaching, research and third mission/social impact <b>(E.DIP.1)</b></li> <li>Implementation, monitoring and review of research, teaching and third mission/social impact activities <b>(E.DIP.2)</b></li> <li>Definition of resource allocation criteria <b>(E.DIP.3)</b></li> <li>Human resources, facilities and support services for teaching, research and third mission/social impact <b>(E.DIP.4)</b></li> </ul>	

## LEGISLATIVE SOURCES

- Law 240/2010
- Legislative Decree 19/2012
- Ministerial Decree 1154/2021, as amended
- Ministerial Decree 226/2021, as amended
- ANVUR, Modello di accreditamento periodico delle sedi e dei corsi di studio universitari (Periodic Accreditation Model for Universities and their Academic Programmes, version approved on 13/02/2023)
- ANVUR, Accreditamento periodico delle sedi e dei corsi di studio universitari. Linee Guida per il Sistema di Assicurazione della Qualità negli Atenei (Periodic Accreditation for Universities and their Academic Programmes. Guidelines for the University Quality Assurance System, version approved on 08/08/2024)
- Documentation on A.V.A. 3 is available on the ANVUR website at:
  - > [www.anvur.it/en/quality-assurance/institutions-and-branches/university/periodic-assessment/evaluation-procedures](http://www.anvur.it/en/quality-assurance/institutions-and-branches/university/periodic-assessment/evaluation-procedures)
- Standards and Guidelines for Quality Assurance in the European Higher Education Area - ESG 2015:
  - > [www.enqa.eu/esg-standards-and-guidelines-for-quality-assurance-in-the-european-higher-education-area/](http://www.enqa.eu/esg-standards-and-guidelines-for-quality-assurance-in-the-european-higher-education-area/)

### Historical background

In 1999, the *European Higher Education Area* (EHEA) was launched; the EHEA now comprises 49 countries; in 2000, a European Quality Assurance Agency was set up (which was named the *European Association for Quality Assurance in Higher Education* – ENQA in 2004).

*Common Standards and Guidelines for Quality Assurance in the European Higher Education Area* (ESG) were issued in 2005 and revised in 2015.

In Italy, the National Agency for the Evaluation of the Universities and Research Institutes (ANVUR) was established in 2006. The ANVUR Guidelines are defined in harmony with the 2015 ESG.

## THE QA SYSTEM OF CA' FOSCARI UNIVERSITY

The Quality Assurance System (*Sistema di Assicurazione della Qualità* - SAQ) is the system through which the University governing bodies support the implementation of Quality Assurance procedures.

It is based on the formulation of **objectives and overall strategic lines of development** that constitute the University Strategic Plan, which is periodically monitored and its economic and financial sustainability verified. The **Strategic Plan** defines an overall **policy for the University quality system** and specific policies aimed at translating the general principles into concrete actions in the fields of teaching, research, third mission/social impact, student services, agile organisation, programming and recruitment, internationalisation.

The Strategic Plan is at the basis of the PIAO - **Integrated Plan for Activities and Organisation of Public Administration**, which defines the administrative activities regarding performance, transparency, prevention of corruption, organisation of remote work, staffing needs and staff training strategies and ensures the consistency of the objectives identified by the University with the MUR's Three-Year Plan as well as compliance with the University budget.

The document **“University Quality Assurance System Document” (SAQ)** illustrates the **stakeholders involved in implementing QA policies**, their roles, the documents and the processes concerning quality monitoring in the fields of strategy, planning and organisation, resource management, the quality assurance system, teaching and student services, research and third mission/social impact.

The University Quality Assurance System:

- promotes the implementation of continuous enhancement procedures defined by the Governance;
- monitors the efficacy of the services provided and the results achieved, through the elaboration of specific documents;
- makes all the stakeholders involved aware of their tasks and objectives;
- involves all Ca' Foscari staff and stakeholders, above all students, in the implementation of continuous quality enhancement procedures.

The SAQ is periodically reviewed to verify that:

- ANVUR regulations are complied with;
- there exists an appropriate degree of coordination and communication between the QA stakeholders and the governing bodies, Academic Programmes, PhD Programmes and Departments;
- governing bodies, Academic Programmes, PhD Programmes and Departments incorporate the results of QA actions in the implementation of their policies;

- teachers, technical-administrative staff, students and, in general, all stakeholders can easily communicate their critical observations and proposals for improvement to the governing bodies and the units responsible for QA;
- all stakeholders may be aware of the quality improvement actions and results achieved.

### The Governance System Review and the Quality Assurance System Review

The University has a **Governance System** and a **Quality Assurance System** that are periodically updated and subject to internal review, with procedures and timelines designed to enhance their effectiveness in supporting strategic planning.

The **Governance System Review** and the **Quality Assurance System Review** consist of the set of activities carried out by the Governance System, with the support of the Quality Assurance Board and the Evaluation Board, each within their respective areas of responsibility, in order to determine the suitability, adequacy and effectiveness of the systems in implementing the University's policies and strategies and in achieving the established objectives.

#### Useful documents

University Quality Assurance System Document

Governance System Review

Quality Assurance System Review

> <https://www.unive.it/pag/11234/> [IT]

## PLACING THE STUDENT AT THE CENTRE

### Ca' Foscari University Surveys

The systematic survey of student opinion carried out by single institutions is an integral part of the University QA System and represents a necessary requirement for accreditation.

Ca' Foscari University carries out different types of surveys, addressed to undergraduate and postgraduate students to collect their opinion on different aspects of the university experience:

#### Student opinion survey on teaching activities

All students are invited to fill in a questionnaire to give their opinion on teaching and other training activities. The surveys include several sections, specific to the type of teaching activities (lectures, laboratories, training). The questionnaire, which can be completed in Italian and English, is based on

a model proposed by ANVUR, with the addition of questions defined by the University. Completion of the survey is compulsory in order to register for the final exam.

> [www.unive.it/web/it/17431/valutazione-dei-corsi-di-studio-e-degli-insegnamenti](http://www.unive.it/web/it/17431/valutazione-dei-corsi-di-studio-e-degli-insegnamenti) [IT]

### **Annual survey on education and services**

The questionnaire is submitted to all undergraduate and postgraduate students, excluding first year students, to collect the overall opinion on the University's teaching activities, services and organisation. The survey is available in Italian and in English. It is not compulsory and can be completed between the 1 August and the 31 January each year.

> [www.unive.it/web/it/17433/valutazione-annuale-della-didattica-e-dei-servizi](http://www.unive.it/web/it/17433/valutazione-annuale-della-didattica-e-dei-servizi) [IT]

### **First-year students survey**

This survey is addressed to first-year students of Bachelor's and Master's degree programmes. It is aimed at investigating the motivations, information sources and channels that determine students' choice of the University and Academic Programme. The questionnaire is available in Italian and English, it is administered every year for a period of about three months, from mid-January to mid-April, and it is not compulsory.

> [www.unive.it/web/it/17434/questionario-immatricolati-e-immatricolate](http://www.unive.it/web/it/17434/questionario-immatricolati-e-immatricolate) [IT]

### **Survey of learning assessment methods**

The questionnaire is administered throughout the academic year to all undergraduate and postgraduate students following their examinations.

### **Internship survey**

Ca' Foscari University monitors the progress of employment guidance activities, surveying the opinions of both interns and tutors on any critical points or strengths, through the use of questionnaires, the completion of which is not compulsory and takes place at the end of the internship experience.

### **Customer Satisfaction Survey on Administrative Services**

Every year, students are also asked to fill in a questionnaire to evaluate the administrative activities and services provided, with the aim of verifying compliance with the Service Level Agreements (SLAs) set out in the Service Charters of the administrative units. The results of the survey are summarised in the University's Single Report (*Relazione Unica di Ateneo*).

> <https://www.unive.it/web/it/17389/carta-dei-servizi-e-standard-di-qualita> [IT]

### **Graduate student survey on academic experience**

Ca' Foscari University, in collaboration with the AlmaLaurea Consortium, administers a questionnaire to undergraduates and postgraduates to collect

their opinions at the end of their university career. The questionnaire is compulsory and shall be submitted together with the degree application form.

> [www.almalaurea.it/en/our-data/almalaurea-surveys/graduates-profile](http://www.almalaurea.it/en/our-data/almalaurea-surveys/graduates-profile)

### **Career Survey**

In collaboration with the AlmaLaurea Consortium, the University also carries out a survey on the employment situation of young graduates one, three and five years after completing their studies, on labour market prospects and on the link between academic studies and employment outcomes.

> [www.almalaurea.it/en/our-data/almalaurea-surveys/graduates-employment-status](http://www.almalaurea.it/en/our-data/almalaurea-surveys/graduates-employment-status)

The results of the above questionnaires are normally published on the "Students' opinions and employment" page of the Academic Programme website.

The University also carries out the following surveys on PhD programmes:

### **Survey on the satisfaction of enrolled PhD students**

All PhD students are asked to fill in a questionnaire to express their opinion on their PhD programme. The questionnaire is available in Italian or English and is administered using the format suggested by ANVUR.

### **Survey on the Profile of PhDs**

The survey, administered in collaboration with the AlmaLaurea Consortium and available in Italian and English, is directed at PhDs and is designed to assess the effectiveness of the PhD programmes provided by the University at the end of each programme.

### **Survey on the employment status of PhDs**

The survey, carried out in collaboration with the AlmaLaurea Consortium and available in Italian and English, maps the job placement, one year after graduation, of PhDs.

The results of all questionnaires are made available to the faculty and QA system's stakeholders in the different Departments and are then used as part of the University's quality assurance processes for the **continuous improvement of teaching**.

### **Useful documents**

Framework of Student Opinion Survey Data: Types and Methods of Use at Ca' Foscari

> <https://www.unive.it/pag/27952> (scheda "Opinione studenti") [IT]

## Student representatives

Ca' Foscari promotes the **active participation of students** in the University and Departments governing bodies and Quality Assurance Units, as integral part of the University QA system. The active role of students is crucial to the sharing of the decisions taken and to communicate students' requests to the University governing bodies.

Students' representatives are members of the following University QA bodies and structures:

- Academic Senate
- Board of Governors
- Evaluation Board
- Quality Assurance Board
- Departmental Board
- Joint Teaching Affairs Committee
- QA Group
- School for International Education (SIE) Council

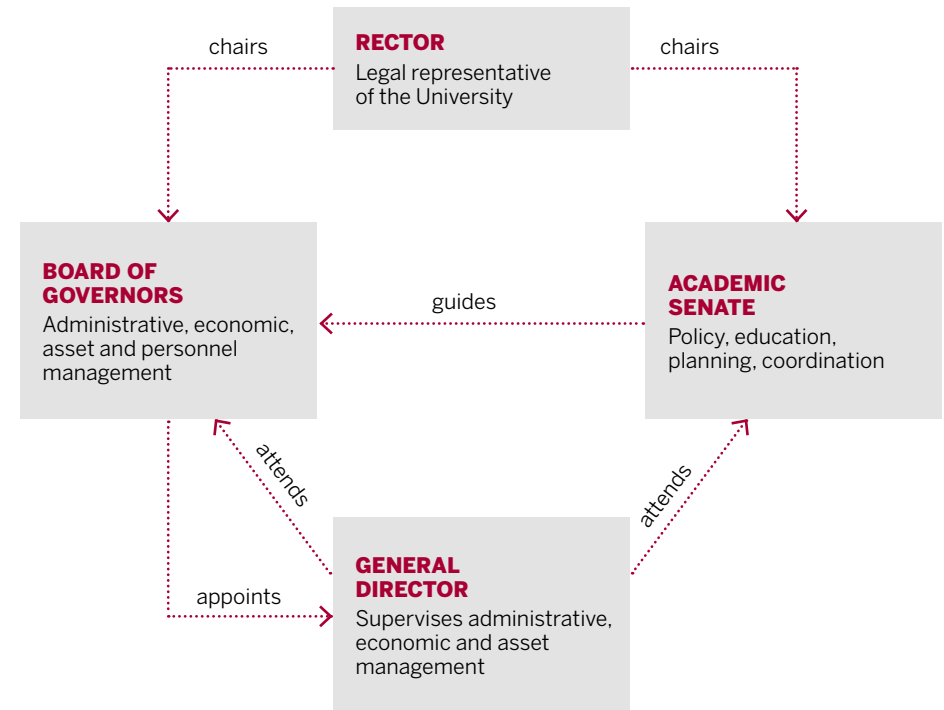
The University provides recognition for students' participation and contribution to the works of QA bodies and structures, also via Open Badge.

> <https://www.unive.it/pag/27952> (scheda "Partecipazione") [IT]

## The QA system's stakeholders

### UNIVERSITY ORGANISATION

The University's governing bodies include the Rector, the Academic Senate and the Board of Governors. A description of the University Bodies, their functioning and tasks can be found in the Ca' Foscari University Charter, to which reference is made for further details.



The **Rector** is responsible for the Quality Assurance System. The **Vice-Provosts** and **Delegates** are responsible for the implementation of quality improvement policies at University level in specific areas.

The **General Director** oversees the implementation of quality improvement policies to enhance the overall management and organisation of University services, material resources and technical administrative staff, as well as the activities envisaged by the regulations in force regarding management in the Public Administration.

The governing bodies ensure the implementation of QA procedures related to teaching and research activities, third mission/social impact initiatives and to the University's strategy, defining the policies and guidelines underlying these processes and the actions adopted to implement them. The bodies responsible for the monitoring and evaluation of QA procedures are:

### **Evaluation Board (*Nucleo di Valutazione* - NdV)**

It is composed of highly qualified professionals, mainly external to the University. The Evaluation Board verifies and evaluates the proper functioning of the QA System as well as the quality and effectiveness of the teaching, research and third mission/social impact activities carried out by the Departments. It provides support to ANVUR and MUR in monitoring compliance with initial and periodic accreditation requirements for Universities and their programmes, and to the University in the development of indicators for the achievement of the objectives set out in the Strategic Plan as well as in monitoring the results achieved against the indicators for periodic evaluation.

The Evaluation Board reports on any recommendations and conditions made by ANVUR following the periodic accreditation visits; it evaluates, on a rotating basis, the functioning and the results of Academic Programmes, PhD Programmes and Departments through the analysis of the outcomes achieved, of QA reports and papers and through hearings.

Lastly, as the Independent Body for the Evaluation of Public Administration, it assesses the proper management of facilities and personnel, the impartiality and good performance of administrative activities. The Evaluation Board produces an Annual Report which is sent to ANVUR, the MUR and the Governing Bodies.

### **University Quality Assurance Board (*Presidio della Qualità di Ateneo-PQA*)**

It supervises the implementation of QA procedures in its capacity as a link between Departments, according to the guidelines set by the governing bodies. The Board's members are appointed independently by each Institution. Ca' Foscari University's Quality Assurance Board is composed of at least three professors and one student representative.

The Board:

- supports the activities carried out by the University bodies to establish QA processes, ensuring the management of internal information flows and the exchange of information with the Evaluation Board and ANVUR, and implements all initiatives fostering quality within the University;
- drafts guidelines and documentation to support the processes of self-evaluation, assessment, review of Academic Programmes, PhD

- programmes, Departments and Joint Teaching Affairs Committees (CPDS);
  - supports the University in the monitoring of QA procedures and the review of the Governance and QA System;
  - promotes QA training activities;
  - collects data for monitoring quality and quantitative indicators and disseminates the results;
  - organises the collection and verifies the updating of the **Single Annual Form of Academic Programmes (SUA-Academic Programmes)**, the **Annual Monitoring Form (SMA)** and the **Development Plan, Research and Third Mission/Social Impact activities Monitoring Reports of the Departments**;
  - supports the elaboration of the **Cyclical Review** of Academic Programmes;
  - supports the work of the **Joint Teaching Affairs Committee**;
  - supports PhD programmes in the drafting of PhD QA documents;
  - provides support in **initial and periodic accreditation procedures**.
- The University Quality Assurance Board produces an Annual Report on the status of the QA system and related activities, which is sent to the Evaluation Unit and the Governing Bodies.

### **Useful documents**

University Statute

> <https://www.unive.it/pag/36983>

QA Assessment Bodies Regulation

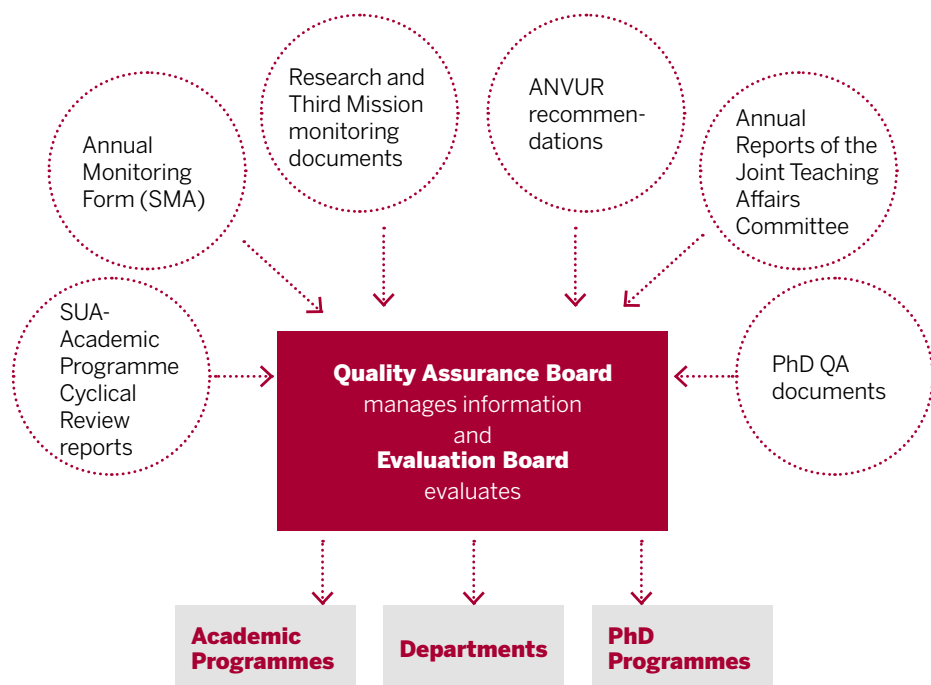
> <https://www.unive.it/pag/38093> [IT]

Evaluation Board website

> <https://www.unive.it/pag/11175> [IT]

University Quality Assurance Board website

> <https://www.unive.it/pag/28773> [IT]



## DEPARTMENTS

The Department is the fundamental structure into which the University is divided in order to carry out its tasks in the field of research, teaching and third mission/social impact.

The **Department Director** is responsible for the implementation of quality improvement policies concerning research activities and services, third mission/social impact and teaching programmes.

Each Department has a **QA Delegate**, who oversees the implementation of the Department's QA procedures. With regards to teaching, the Delegate is responsible for coordinating the QA activities carried out by the Teaching Committees and the Joint Teaching Affairs Committees. The Delegate also coordinates the monitoring of the Department's research and third mission/social impact activities. The Departments have specific bodies and facilities to manage QA procedures:

### **Joint Teaching Affairs Committee (*Commissione Paritetica docenti-studenti* - CPDS)**

It ensures the implementation of the University teaching quality vision and is composed of teachers and students representing all the Department's Academic Programmes<sup>1</sup>. It has the task of monitoring the education programme and the quality of teaching of the courses offered by the Department, identifying indicators for the evaluation of results and giving opinions on the activation and deactivation of programmes. It analyses the results of **student opinion surveys** in order to evaluate the quality of teaching and services offered to students. It draws up the **Annual Report of the Joint Teaching Affairs Committee**.

### **Teaching Committee (*Collegio Didattico*)**

It plans the activities of each Academic Programme. It is composed of a minimum of five and a maximum of nine lecturers, one of whom acts as Coordinator. The Committee is appointed by the Departmental Board, it manages teaching programmes and defines the contents of the **SUA-Academic Programme**. The Coordinator considers any critical matter concerning taught programmes and implements policies aimed at ensuring the continuous quality enhancement of teaching. In particular, the Teaching Committee:

- develops and submits to the relevant Department the planning documents of the Academic Programme: **SUA-Academic Programme, Programme Regulations, Cyclical Review, Annual Monitoring Form (SMA)**;

<sup>1</sup> At Ca' Foscari University there are eight Joint Committees, one for each Department, plus a further Joint Committee for the programmes of the SELISI Centre, based in Treviso.

- drafts the **Document analysing the results of student opinion surveys on teaching activities**;
- annually updates, together with the Department QA Delegate, a document monitoring the improvement actions implemented by the Academic Programme following the SMA and the last Cyclical Review;
- analyses all QA reports concerning the areas under its responsibility with the aim of implementing improvement actions.

### Quality Assurance Group - QA Group

This body fosters the enhancement of quality standards of taught programmes. It is composed of at least three lecturers, including the **Degree Programme Coordinator**, a student representative and a member of the Department's technical-administrative staff. It carries out a thorough self-assessment of the Academic Programme, drawing up the **Annual Monitoring Form (SMA)** and, at least every five years, the **Cyclical Review Report**.

### Steering Committee (Comitato di indirizzo)

This committee may be set up by the Department to facilitate interaction with the external stakeholders of taught programmes. It may focus its work on single Academic Programmes or on the whole Department. It formulates analyses, reflections and proposals concerning the teaching strategy of taught programmes and proposals for new taught programmes; the Committee discusses about the programme's employment prospects, by analysing the present offer of the labour market and its possible future developments and promotes collaboration with social partners, supporting student's employment inclusion and training activities.

### PhD Programme Teaching Board

This body is responsible for planning and implementing the PhD Programme. The Board must be formed in accordance with the research areas relevant to the PhD programme. In particular, the Board:

- drafts the **PhD Programme Accreditation Proposal Form**, the **Document Analysing the Results Relating to the ANVUR Indicators of the PhD Programme**, the **Document Analysing the Results of the Questionnaires Analysing the Opinions of PhD Candidates and PhDs**, the **Cyclical Review Report of the PhD Programme**;
- proposes the continuous quality improvement actions within the PhD Programme's area of competence.

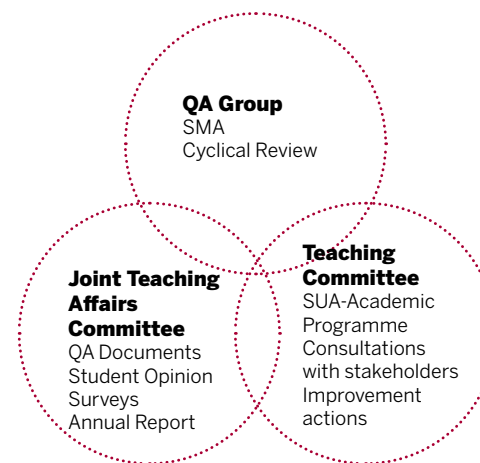
### Useful documents

University Statute

> [www.unive.it/pag/36983](http://www.unive.it/pag/36983)

QA Assessment Bodies Regulation

> [www.unive.it/pag/38093](http://www.unive.it/pag/38093) [IT]



### PLANNING DOCUMENTS

#### Strategic Plan

General planning document that defines the University's mission and its overall strategic plan, as well as quality assurance objectives and activities.

#### University Quality Policies

In this document the University defines the concept of quality and introduces the general principles on which Ca' Foscari University's quality assurance policies are based in accordance with the Institution's mission.

#### University Quality Assurance System Document

This document describes the Quality Assurance System (QAS) adopted by Ca' Foscari University, i.e. the set of policies and strategies defined by the University governing bodies for implementing Quality Assurance procedures. The structure and functioning of the Quality Assurance System are defined in accordance with the provisions set by ANVUR. In particular, the QAS makes reference to the stakeholders involved, the main quality assessment policies adopted and defines tasks and responsibilities of the stakeholders in implementing the University's processes. The A.V.A. system also provides for an annual review of the University's quality assurance and governance systems.

#### The Integrated Plan for Activities and Organisation of Public Administration (PIAO)

The Integrated Plan is a three-year planning document which sets out the guidelines to manage the University's performance cycle. It oversees the organisational performance of the Institution and the individual performance of technical-administrative staff. The Plan identifies the University objectives, actions, indicators and related targets and ensures consistency with the strategic and economic-financial planning of the University. Ca' Foscari University's Integrated Plan also takes into account the Three-year University Planning, pursuant to the guidelines laid down by the Decree of the Italian Ministry of University and Research.

#### Department Development Plan

This document defines the Department's strategy with regard to teaching, research and third mission/social impact activities, using an overall programme and specific objectives, defined on the basis of the Department's potential and its cultural project. The objectives defined must be consistent with the University's vision, policies and strategic lines.

### TEACHING

#### Annual Monitoring Form (*Scheda di Monitoraggio Annuale - SMA*)

The SMA is a document issued every year by the **QA Group** and contains a **brief commentary on student careers' indicators** and other quantitative monitoring indicators calculated by ANVUR (attractiveness and internationalisation, graduate employability, number and qualification of teaching staff, graduates' satisfaction). ANVUR disseminates the data collected for each Academic Programme, after confronting them against the data collected in previous academic years and with the outcomes of Academic Programmes of the same class on a macro-regional and national level. The document is discussed by the Teaching Committee and shared with the Joint Teaching Affairs Committee, which refers to the SMA for compiling its Annual Report. The SMA shall be uploaded by December to the "Portal for the Organisation and Management of the Academic Programme" (SUA-Academic Programme portal).

#### Useful documents

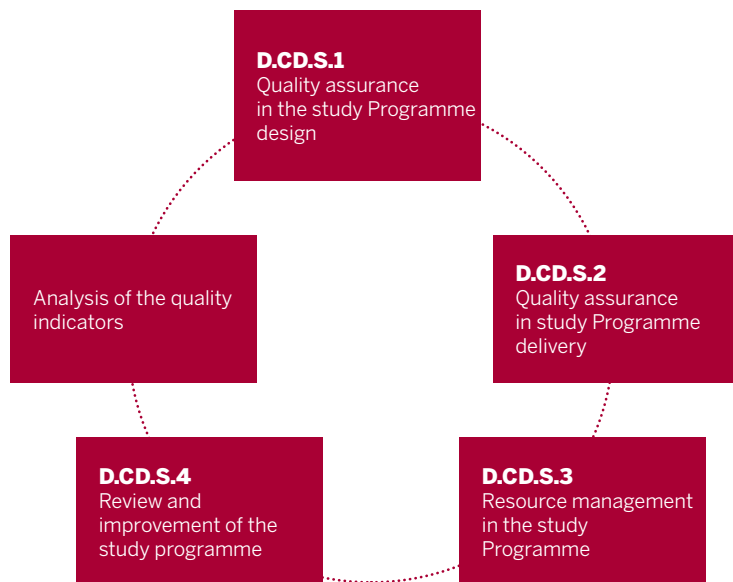
Guidelines on the Annual Monitoring, the Cyclic Review of Academic Programmes and the Document Analysing the Results of the Student Opinion Surveys  
Template for the Annual Monitoring Form of the Academic Programme  
> <https://www.unive.it/pag/27954#c709183> [IT]

#### Cyclical Review of the Academic Program (*Riesame ciclico*)

The Periodic Review is a report on the Academic Programme issued by the **QA Group** at least every five years, or at the request of the University, ANVUR or the MUR. The review carries out an **in-depth self-assessment of the Programme performance**, based on **Quality Assurance Requirement D.CDS**. The document consists of five sections; each section includes a part dedicated to the analysis and identification of critical issues or margins for improvement and a part dedicated to enhancement measures to be implemented in the next study cycle. The document is discussed by the Teaching Committee and the Departmental Board. The review is also analysed by the Joint Teaching Affairs Committee, which monitors the progress of the actions proposed. The Cyclical Review shall be uploaded to the "Portal for the Organisation and Management of the Academic Programme" (SUA-Academic Programme portal), but with no fixed deadline. An update of the report is required in the case of **modification of the Academic Programme structure**.

#### Useful documents

Guidelines on the Annual Monitoring, the Cyclic Review of Academic Programmes and the Document Analysing the Results of the Student Opinion Surveys  
Template for the Cyclical Review Report of the Academic Programme  
> <https://www.unive.it/pag/27954#c709183> [IT]



Cyclical Review sections

### Annual Report of the Joint Teaching Affairs Committee

At the end of the academic year, the **Joint Teaching Affairs Committee** draws up a **report for each Academic Programme**, which offers an analysis of the whole educational path and focuses in particular on **the results of the student opinion survey**, highlighting any teaching organisation's critical aspects. The report is then submitted to the Quality Assurance Board and the Evaluation Board and shared with the Academic Senate. It is also shared by the Joint Teaching Affairs Committee with the relevant teaching and Departmental bodies, which put forward proposals for enhancement. The report shall be uploaded to the "Portal for the Organisation and Management of the Academic Programme" (SUA-Academic Programme Portal) by January each year.

#### Useful documents

Guidelines for Joint Teaching Affairs Committee and Annual Report Template  
 > <https://www.unive.it/pag/27954#c709183> [IT]

<b>Part I Academic Programme Satisfaction per course</b>	<ul style="list-style-type: none"> <li>• Analysis of students' satisfaction from courses and actions taken to tackle any critical issues</li> </ul>
<b>Part II Status of the QA system</b>	<ul style="list-style-type: none"> <li>• Framework A: <b>Management and use</b> of student satisfaction <b>surveys</b></li> <li>• Framework B: Analysis of and proposals on the adequacy of <b>teaching materials and aids, laboratories, lecture halls, facilities</b>, in relation to the achievement of expected learning objectives</li> <li>• Framework C: Analysis of and proposals on the efficiency of the <b>assessment methods</b> of knowledge and skills acquired by students in relation to the expected learning outcomes</li> <li>• Framework D: Analysis of and proposals on the <b>completeness and effectiveness of the Annual Monitoring Form and Cyclical Review</b></li> <li>• Framework E: Analysis of and proposals on the <b>access and accuracy of information</b> provided in the free-access sections of the <b>SUA-Academic Programme</b></li> <li>• Framework F: Further proposals for improvement</li> </ul>
<b>Part III</b>	<ul style="list-style-type: none"> <li>• Self-assessment of the activities carried out by the Joint Teaching Affairs Committee</li> </ul>

Annual Report Template

### Document analysing the results of student opinion surveys on teaching activities

The document is produced annually by the Programme's **Teaching Committee** following the annual report of the Joint Teaching Affairs Committee.

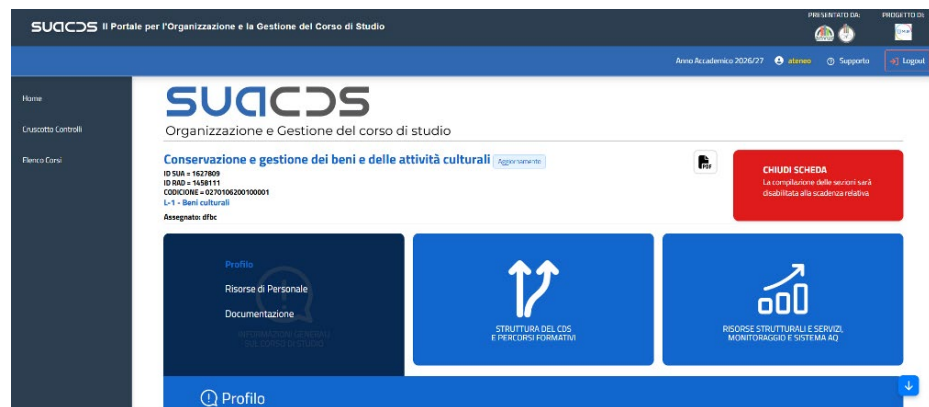
In drafting the document, the Committee takes note of the results of the student opinion surveys, of the comments and suggestions made by the relevant Joint Teaching Affairs Committee and of the indications contained in the SMA and/or the Cyclical Review. The document outlines the improvement actions to be implemented and is published on the Programme's QA webpage.

#### Useful documents

Guidelines on the Annual Monitoring, the Cyclic Review of Academic Programmes and the Document Analysing the Results of the Student Opinion Surveys  
 Template for the Document Analysing the Results of Student Opinion Questionnaire Completion  
 > <https://www.unive.it/pag/27954#c709183> [IT]

## Single Annual Form of the Academic Programme (*Scheda Unica Annuale dei Corsi di Studio - SUA-CdS*)

The SUA provides information on the teaching strategy and education objectives of the Academic Programme. The **Teaching Committee** of the Academic Degree compiles it every year in accordance with ministerial deadlines. The SUA-Academic Programme is a **functional document for the planning, implementation, management, self-assessment and re-planning of the Academic Programme**: it provides students with useful information on the Academic Programme, career opportunities, professional profiles, education objectives, training activities, expected learning outcomes, management of the QA system.



The main sections of SUA-Academic Programme

### General information about the Academic Programme

Profile

Teaching Staff Resources

Documentation

### Structure of the Academic Programme and study paths

Academic Programme Structure

Education Planning

Education Programme

### Structural resources and services, monitoring and QA system

Student services

Monitoring of results

Quality organisation and management

**Consultations with the main stakeholders:** moment of interaction with the main stakeholders of the Academic Programme. Consultations are continuous and systematic and become necessary during the Academic Programme planning and review phase.

Consultations with the social partners allow for the confirmation or modification of the teaching programme, in line with the required professional profiles identified, which may change over time, as well as for the monitoring of education objectives and expected learning outcomes. Consultations are aimed at developing skills consistent with the needs of the labour market and promoting teaching models and methods that guarantee the quality of the education and encourage the continuation of studies.

**Cultural and professional profile:**

the figure that the Academic Programme intends to create, defined through the main functions that will be carried out by the graduate in the work environment, associated skills and employment opportunities.

**Learning objectives:**

synthesis of learning outcomes, defined according to the Dublin Descriptors, which allow to achieve the cultural and professional profile, detailed in the expected learning outcomes and achieved through the educational path.

**Expected learning outcomes:** set of knowledge, skills and competences (cultural, disciplinary and methodological) that the student shall possess at the end of the degree programme, expressed according to the **Dublin Descriptors:**

- knowledge and understanding = subject knowledge
- applying knowledge and understanding = skills, know-how

Transversal competences:

- making judgements
- communication skills
- learning skills

The **Education Planning - Tuning Matrix** box lists the teaching and training activities envisaged by the study course, which contribute to achieving the set results. This field is therefore linked to the **Syllabus** of the courses.

**Structure of the Academic Programme and study paths**

**Education Planning**

- set of taught programmes, including a detailed description of credits (*Crediti Formativi Universitari CFU* - University Training Credits) and the academic disciplines list (*Settori Scientifico-Disciplinari* - SSD) provided for the entire study path of the relevant academic year
- refers only to students enrolled in the academic year of reference for the SUA-Academic Programme, i.e. future first-year students

**Education Programme**

- all taught programmes for the relevant academic year, complete with a list of lecturers, type and number of teaching hours
- it refers to the courses for students enrolled in the first, second and third year for Bachelor's degrees (first and second year for Master's degree programmes) in the academic year of reference of the SUA-Academic Programme

The fields in the SUA-Academic Programme marked as “**RAD**” are part of the Degree Course **structure** and can only be changed when a request is made to **modify the Academic Programme structure**. The remaining fields can be modified every year.

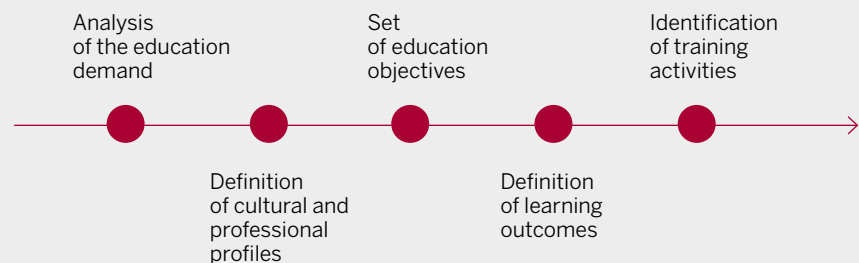
**What is the Academic Programme structure?**

The Academic Programme structure is a part of the SUA-Academic Programme in which the following are defined:

- name and class of the degree course;
- information on the consultations carried out with the main stakeholders during the Academic Programme planning phase;
- professional profiles;
- the educational objectives, specific learning outcomes of the programme and the description of the study path, also with reference to the Dublin descriptors;
- the knowledge required for admission;
- description of the final assessment test;
- list of training activities and credits assigned to specific groups of training activities, referring to one or more academic disciplines (SSD), in compliance with the purposes of the Bachelor's and Master's degree programmes;
- additional administrative information.

If information needs to be modified and the Programme structure updated, the **Teaching Committee** shall submit a request for the **re-planning of the Programme structure**, according to the deadlines defined by the MUR.

### Assuring the quality of the degree course



These aspects shall be considered when the following **processes** are underway:

- **re-planning of the programme structure**, which consists of the revision of the whole or parts of the degree course structure;
- analysis of proposals for the **activation of a new Academic Programme**.

Both processes involve various actors inside and outside the Institution, including the National University Council (*Consiglio Universitario Nazionale* - CUN), ANVUR and the MUR.

#### Useful documents

CUN Guidelines for Planning Education Structures  
Guidelines for Carrying Out Consultations with the Stakeholders for the Academic Programmes  
Guidelines for the Design and Establishment of New Academic Programmes  
> <https://www.unive.it/pag/27954#c709183> [IT]

### Syllabus

The syllabus of a course provides **detailed information for students**, including the objectives and contents of the course, specifying the topics covered, the reference teaching materials and describing the learning assessment methods. The Syllabus may also contain further information considered useful to facilitate attendance and the student's individual learning activity. When compiling the teaching programme, the teacher has access to the contents of the **SUA-Academic Programme** and is therefore responsible for the correspondence between the teaching programme and the learning objectives identified in the SUA-Academic Programme. The Syllabus is available in Italian and English on the web page of every course.

#### Useful documents

Guidelines for Syllabus Drafting  
> <https://www.unive.it/pag/27954#c709183> [IT]

### Academic Programme Regulation

This document is updated by the **Teaching Committee** annually or, in any case, in the event of a change in the Programme structure. It contains all the guidelines regulating the Programme's training activities and is drawn up on the basis of a model proposed by the University for Bachelor's and Master's degree programmes.

The Academic Programme Regulations are available on the website of the Academic Programme by following the path Study > Study Plan.

## PHD PROGRAMME

### PhD Programme Accreditation Proposal Form

This form is submitted annually to the Ministry for PhD Programme accreditation purposes. The form is updated by the **PhD Programme's Teaching Board**. In the case of new PhD programmes, this is a planning document.

### Document Analysing the Results Relating to the ANVUR Indicators of the PhD Programme

The Document analysing the ANVUR indicators is drawn up annually by the **PhD Programme's Teaching Board** or by the Programme's QA Group, if there is one. The aim of the document is to present a brief critical commentary on the ministerial and ANVUR indicators, as well as to stimulate critical reflection on the performance of the PhD programme with regard to its own characteristics and objectives, to promote quality improvement measures, to monitor them and to assess their effectiveness.

### Cyclical Review of the PhD Programme

This self-assessment document identifies and analyses the most relevant problems and challenges and proposes solutions to be implemented in the next cycle. It is based on the QA requirements set out for PhD Programmes (D.PHD) and is drawn up every 6 years by the **PhD Programme's Teaching Board**, or by the Programme's QA Group, if there is one.

### Document Analysing the Results of the Questionnaires Analysing the Opinions of PhD Candidates and PhDs

This document is produced annually by the **PhD Programme's Teaching Board** in order to assure the stakeholders, first and foremost the PhD students, that the Board is aware of the Programme's deficiencies, and that it is implementing improvement measures and monitoring their results.

#### Useful documents

PhD Programme Guidelines

Guidelines for Consultations with PhD Programmes' Stakeholders

> <https://www.unive.it/pag/27954/#c709183> [IT]

## RESEARCH AND THIRD MISSION/SOCIAL IMPACT

The University has implemented its own internal monitoring procedures:

### Annual monitoring of Departments' research

Ca' Foscari **Departments** draw up an **Annual Research Monitoring Report** covering research activities carried out in the previous three years, in order to monitor this activity at departmental level.

> [www.unive.it/pag/41019](http://www.unive.it/pag/41019) [IT]

### Third mission/social impact monitoring

The monitoring of third mission/social impact activities is carried out at University and Departmental level. It envisages the compilation of specific forms recording the activities carried out, both at the planning stage and at the subsequent reporting stage.

**Departments** draw up an **Annual Third Mission Monitoring Report** in order to monitor the activities at departmental level.

#### Useful documents

The Guidelines for Monitoring the University's Third Mission Activities

> <https://www.unive.it/pag/27954/#c709194> [IT]

The Evaluation Board expresses its opinion on the reports, verifying the coherence of the improvement actions proposed by the Departments. The results of the analysis are then submitted to the Academic Senate.





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