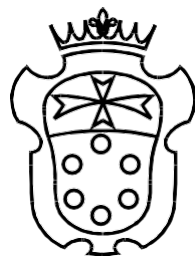




**Sant'Anna**  
Scuola Universitaria Superiore Pisa



SCUOLA  
NORMALE  
SUPERIORE



**IUSS**  
Scuola Universitaria Superiore Pavia

## QA POLICIES

# QA POLICIES

## TABLE OF CONTENTS

<b>I.</b>	<b>BACKGROUND .....</b>	<b>3</b>
<b>II.</b>	<b>QUALITY POLICY FOR RESEARCH.....</b>	<b>4</b>
II.1	Promoting freedom, plurality and diversity in research.....	4
II.2	Promoting planning of excellence.....	4
II.3	Enhancement of research equipment .....	4
II.4	Promotion of research internationalisation .....	4
II.5	Results monitoring.....	5
II.6	Quality assurance in recruitment.....	5
II.7	Enhancement and development of doctoral programmes.....	5
<b>III.</b>	<b>QUALITY POLICY IN EDUCATION.....</b>	<b>6</b>
III.1	Compliance with requirements and review of the courses offered.....	6
III.2	Developing and promoting an international dimension.....	6
III.3	Development of courses geared towards the research topics covered by the Scuole's professors.....	6
III.4	Enhancing the use of innovative teaching techniques.....	7
III.5	Implementation of IT systems	7
III.6	Enhancement of study support and inclusion activities .....	7
<b>IV.</b>	<b>THIRD MISSION QUALITY POLICY .....</b>	<b>7</b>
IV.1	Recognition of the Scuole's social responsibility .....	7
IV.2	Transparency of research activity, public dissemination of knowledge and accessibility of results.....	8
IV.3	Enhancement of placement activities .....	8
IV.4	Enhancement and development of technology transfer activities .....	9
<b>V.</b>	<b>QUALITY POLICY FOR SERVICES.....</b>	<b>9</b>
V.1	Students' needs analysis .....	9
V.2	Implementation of satisfaction monitoring systems.....	9
V.3	Data check and definition of consequent actions	9
<b>VI.</b>	<b>QUALITY POLICY FOR THE SYNERGISTIC EXPLOITATION OF SYSTEM POTENTIAL .....</b>	<b>10</b>
VI.1	Enhancing the potential of the internal system .....	10
VI.2	Enhancing the potential of the federated system .....	10

## I. BACKGROUND

The joint Quality Policies of the Scuola Universitaria Superiore Sant'Anna of Pisa and the Scuola Universitaria Superiore IUSS of Pavia (hereinafter, also "**Quality Policies**") identify the fundamental principles and guidelines of the Quality Assurance processes (hereinafter, also "**QA**") of the Scuole Federate (Federated Schools), defining actions for the continuous quality improvement and the pursuit of objectives of excellence.

The Scuole are guided by the criteria set out in the European Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)<sup>1</sup> and comply with the requirements for the accreditation of Higher Education Institutions with a special status under current legislation.

The Scuole promote the dissemination of culture, methods and tools for quality, self-evaluation, critical approach and continuous enhancement in the management of all processes that contribute to quality improvement.

The Scuole have a specific QA system for the implementation of Quality Policies, promoting their development and diffusion, and for this purpose they provide adequate internal support structures, coordinating their action through the Quality Control Unit.

The Quality Policies are drafted in line with the priorities and strategic objectives defined by the Scuola's programming tools and are an essential implementation tool.

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<sup>1</sup> [https://enqa.eu/wp-content/uploads/2015/11/ESG\\_2015.pdf](https://enqa.eu/wp-content/uploads/2015/11/ESG_2015.pdf)

## **II. QUALITY POLICY FOR RESEARCH**

### **II.1 Promoting freedom, plurality and diversity in research**

The Scuole recognise and understand the strategic centrality and priceless importance of research in all its forms, respecting its freedom and plurality. In this sense, the Scuole are committed to a correct allocation of the financial resources available in their budgets and encourage the acquisition of public and private research funds by all researchers.

### **II.2 Promoting planning of excellence**

The Scuole encourage excellence in planning by promoting multi-disciplinary approaches and interdisciplinary collaboration, providing researchers with administrative resources dedicated to collaborative support both in the development of research projects and in their implementation and reporting.

### **II.3 Enhancement of research equipment**

The Scuole encourage research of excellence by supporting the setting up and maintenance of research laboratories, by systematising what is available in each structure, favouring their shared use and maximising their efficiency.

### **II.4 Promotion of research internationalisation**

The Scuole encourage research in collaboration with foreign colleagues, supporting visits and exchange programmes for researchers at all levels.

## **II.5 Results monitoring**

The Scuole adopt a flexible system of periodic results monitoring, through the definition of specific indicators, to encourage the achievement of the objectives indicated by the Programming Tools.

## **II.6 Quality assurance in recruitment**

The Scuole guarantee the quality of staff recruitment at all levels through the adoption of scrupulous selection procedures and constant monitoring of the results achieved.

The Scuole activate, at the central level and in the single academic structures, procedures for planning the recruitment of professors and researchers, paying particular attention to the consistency of these programmes with the research development and educational plans of the structures themselves, taking into account the sustainability of the planned initiatives over time.

The Scuole carry out specific checks so that the selection procedures are based on merit and take action, also through active policies, to eliminate gender gaps or other imbalances that might affect merit-based recruitment.

The Scuole adequately assess the effectiveness of the recruitment processes carried out, also in terms of the sustainability of educational and research initiatives, implement any corrective actions, enhance internal resources by offering opportunities for professional development and systematically promote the enhancement and innovation in education, as well as the connection between education and research.

## **II.7 Enhancement and development of doctoral programmes**

The Scuole recognise the importance of the doctorate as a springboard for research activity, therefore these highly consider the value of doctorate courses, encourage international collaborations and, within the limits of available resources, increase the number and scale of the programmes offered, also working in collaboration with one another.

### **III. QUALITY POLICY IN EDUCATION**

#### **III.1 Compliance with requirements and review of the courses offered**

The Scuole, in order to improve the courses provided and guarantee their quality, ensure that development and improvement objectives are adequately pursued through their own QA system, both internally and to stakeholders.

In addition to ensuring the requirements, review and development of the courses available, the Scuole guarantee effective and efficient learning, giving adequate consideration to the proposals of students, ensure the sustainability of the programmes in terms of educational resources and facilities, and reinforce the connection with the business world. The Scuole's commitment to innovative and high-quality educational programmes is one of the building blocks with a view to exploit the potential of the federated system (point VI.2).

#### **III.2 Developing and promoting an international dimension**

The Scuole promote the international dimension of their educational activities through the development of educational courses in foreign languages, the development of exchange programmes for students and teachers with quality foreign academic institutions and the European accreditation of the study courses.

#### **III.3 Development of courses geared towards the research topics covered by the Scuole's professors.**

Planning advanced courses on the most popular research themes in the Scuole can lead to a more direct involvement of the students, obtaining the twofold advantage of a greater dialogue between professors and students and of a greater practical inclusion of young people in the world of research.

### **III.4 Enhancing the use of innovative teaching techniques**

The Scuole guarantee the quality of education and teaching by promoting the use of innovative methods, techniques and technologies that encourage the participation and involvement of students and the acquisition of coaching, active learning and mentoring practices, in line with European student-centred learning policies.

The Scuole develop training methods and practices that favour dialogue and exchange of ideas, in line with the attitude that can be found in the scientific world.

### **III.5 Implementation of IT systems**

The Scuole implement state-of-the-art computer systems to support and facilitate the efficient management of student/Scuole relationships and to create a high-quality study and work environment.

### **III.6 Enhancement of study support and inclusion activities**

The Scuole adopt measures aimed at ensuring the improvement of the quality of services to students, starting with guidance activities, with the aim of fostering a successful integration in the student community of the Scuole (academic induction), the regular completion of the educational programme, supporting the right to study and streamlining administrative procedures, by intensifying the digitalization of processes.

## **IV. THIRD MISSION QUALITY POLICY**

### **IV.1 Recognition of the Scuole's social responsibility**

The Scuole are aware of the social responsibility they have towards their students, as well as towards the local and national community they belong to, and discuss with the main stakeholders the objectives and actions to be taken in order to achieve them, by collecting and addressing emerging issues in the different social and productive sectors and by fostering a network with former students of the Scuole. To do this, the Scuole offer clear, accurate, unbiased and accessible information on their activities, set up and

release a system of assessments that allows the various stakeholders to ascertain their capacity to carry out and effectively fulfil the commitments undertaken towards the community they belong to.

#### **IV.2 Transparency of research activity, public dissemination of knowledge and accessibility of results**

The Scuole support policies aimed at increasing the visibility and transparency of research activity, as well as increasing public dissemination of knowledge and accessibility of scientific results, developing synergies and strengthening collaboration between scientists and society, providing support for dissemination and public engagement activities and exploring the use of new platforms and formats for sharing and publishing data and research results.

#### **IV.3 Enhancement of placement activities**

The Scuole acknowledge the importance of their role in facilitating access to the business world for their students. In order to achieve this objective, they allocate specific resources for the organisation, within the Federation, of events for matching between companies and students, for Job Fairs and for the financing of projects dedicated to placement.

The Scuole constantly check and enhance the skills trained in relation to the skills needed in the business world; in fact, these work to understand and respond to the training needs expressed by the stakeholders in order to fully exploit their student's scientific skills.



#### **IV.4 Enhancement and development of technology transfer activities**

The Scuole promote research results transfer in society to contribute to cultural and economic development.

To this end, the Scuole participate in JoTTO, the joint Technology Transfer Office of the Scuola IMT Alti Studi Lucca, the Scuola Normale Superiore di Pisa, the Scuola Superiore Sant'Anna di Pisa and the Scuola Universitaria Superiore IUSS Pavia and are available to consider proposals and requests from the local, national and international production sectors.

### **V. QUALITY POLICY FOR SERVICES**

#### **V.1 Students' needs analysis**

The Scuole, in the periodic review of the different types of services to be offered to students (colleges, canteens, libraries), focus their attention on the students' needs, through the use of survey tools, with the aim of ensuring the highest degree of satisfaction as possible in relation to the available resources.

#### **V.2 Implementation of satisfaction monitoring systems**

The Scuole implement periodic monitoring systems to evaluate the degree of student satisfaction, in order to guarantee constant supervision of the quality of the various services offered and their evolution over time.

#### **V.3 Data check and definition of consequent actions**

The check and monitoring of the actions carried out in order to improve management and the subsequent interpretation of the data obtained constitute the operational precondition for the definition of the consequent actions. The Scuole identify a clear and specific procedure sequence so as to allow a rapid response to any critical issues identified in the provision of services.

## **VI. QUALITY POLICY FOR THE SYNERGISTIC EXPLOITATION OF THE SYSTEM POTENTIAL**

### **VI.1 Enhancing the potential of the internal system**

Each Scuola promotes the integrated exploitation of its internal system's full potential. The creation of links between the different sectors, such as education and research, and the synergetic collaboration between administrative staff and professors are the basis for a continuous and significant improvement of the Scuola's performance, to be measured through specific indicators.

### **VI.2 Enhancing the potential of the federated system**

The Scuole also promote an integrated exploitation of the full potential of the federated system established between them and the Scuola Normale Superiore di Pisa.

The first important results were obtained with the joint Quality Control Unit SSSA-IUSS, the organisation of the Job Fair, the activation of the Jotto and the definition of other shared projects.

The implementation of the federated system's potential will further continue through actions aimed at increasing synergies in education, at fostering the establishment of federated initiatives and research structures and at facilitating the involvement of the communities of the students of the Undergraduate Courses and of the students of the PhD Courses in joint cultural and research initiatives. To such purpose, the Scuole ensure that appropriate organisational solutions are identified and specific financial resources are allocated. The enhancement and implementation activities of the federated system will be monitored with a view to achieving even more relevant results in terms of quality.