QUARTZ
Empowering Education

Review of the functioning of the University's Quality Governance and Assurance system

Prof. Anna TOZZI

University of L'Aquila

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The architecture of the University's Governance and Quality Assurance System

Strategy, Planning and Organisation – are tasks of the Governance
The assessment concerns the capacity of the University to define, formalise and achieve, through policies, strategies, strategic and operational objectives, its own vision (clear, consistent, articulated, and public) of teaching, research, third mission/social impact and institutional and management activities quality. Implementation of policies, strategies and strategic and operational objectives must be ensured through a governance system and a Quality Assurance (QA) system equipped with a planning and monitoring system, as well as clear and transparent procedures for the critical review of its functioning, involving the various components of the university, taking also into account the self-assessment processes and external assessment received.

The architecture of the University's Governance and Quality Assurance System

The active involvement of all internal and external stakeholders is an important aspect, with particular attention to the students, who need to be given an active and participatory role, at all levels, in the decision-making processes of the governing bodies.

The assessment concerns the Quality of teaching, research, third mission/social impact and quality of institutional and management activities within the University's policies and strategies. This includes:

- Organisation of the University governance system and Quality Assurance system
- Monitoring system of policies, strategies, processes, and results

The architecture of the University's Governance and Quality Assurance System

- To achieve policies and strategies consistent with its objectives, the University defines roles, tasks, competences, authorities, and responsibilities of its organisational structures responsible for QA and adopt organisational models that enable it to perform its functions effectively .

- To ensure activities quality, University should makes use of a **Quality Committee** which oversees QA procedures in liaison with the **QA responsible structures** of PhDs, Departments, Faculty/Schools/coordination structures, Study programmes, through a system of communication between the different actors responsible of QA and the academic bodies responsible for teaching, research, third mission/social impact and other institutional and management activities.

The architecture of the University's Governance and Quality Assurance System

- The "Governance system" is the set of governing bodies defined by Law (Rector, Academic Senate, Auditors Board, Evaluation Board, Director) and other bodies indicated in the Statute.
- The governance and management system performances must be consistent with the mission, the vision, the strategic and operational planning, the available resources, the needs and the expectations of the most significant stakeholders.
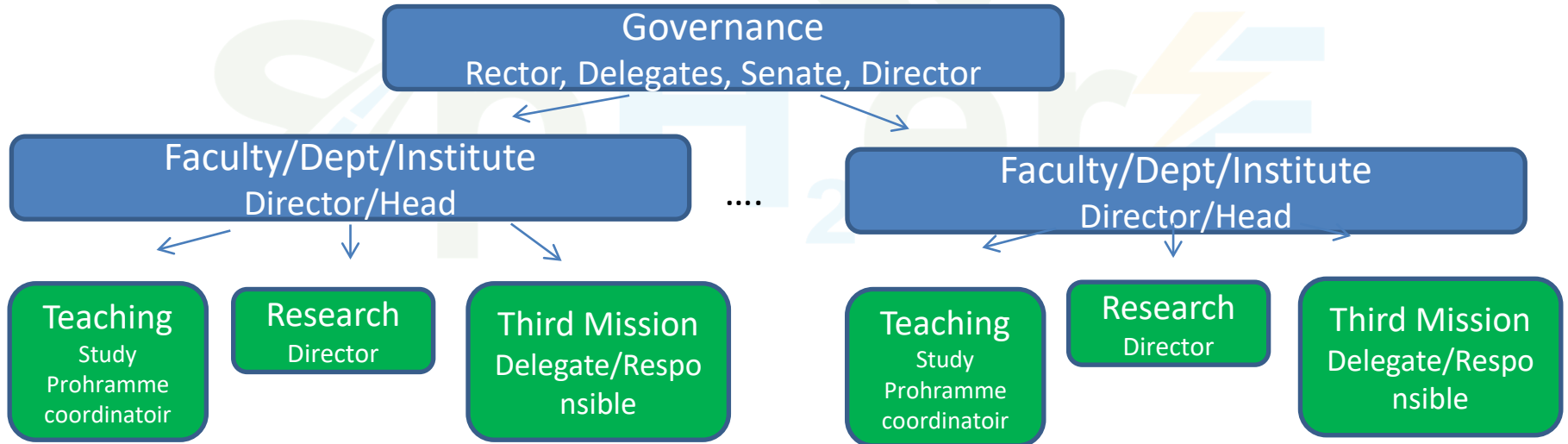- The governance system is responsible for preparing and updating several documents.

The architecture of the University's Governance and Quality Assurance System

- University Statute and Regulations.
- University planning documents (e.g., Strategic Plan, Triennial Plan, Performance plan, etc.).
- Monitoring system design and management documents.
- Review documents of the governance system and the Quality Assurance system.
- University documents concerning teaching staff (recruitment and qualification) and management of financial resources, facilities, equipment/technologies, information, and knowledge.
- University guidelines for study offer design and management.

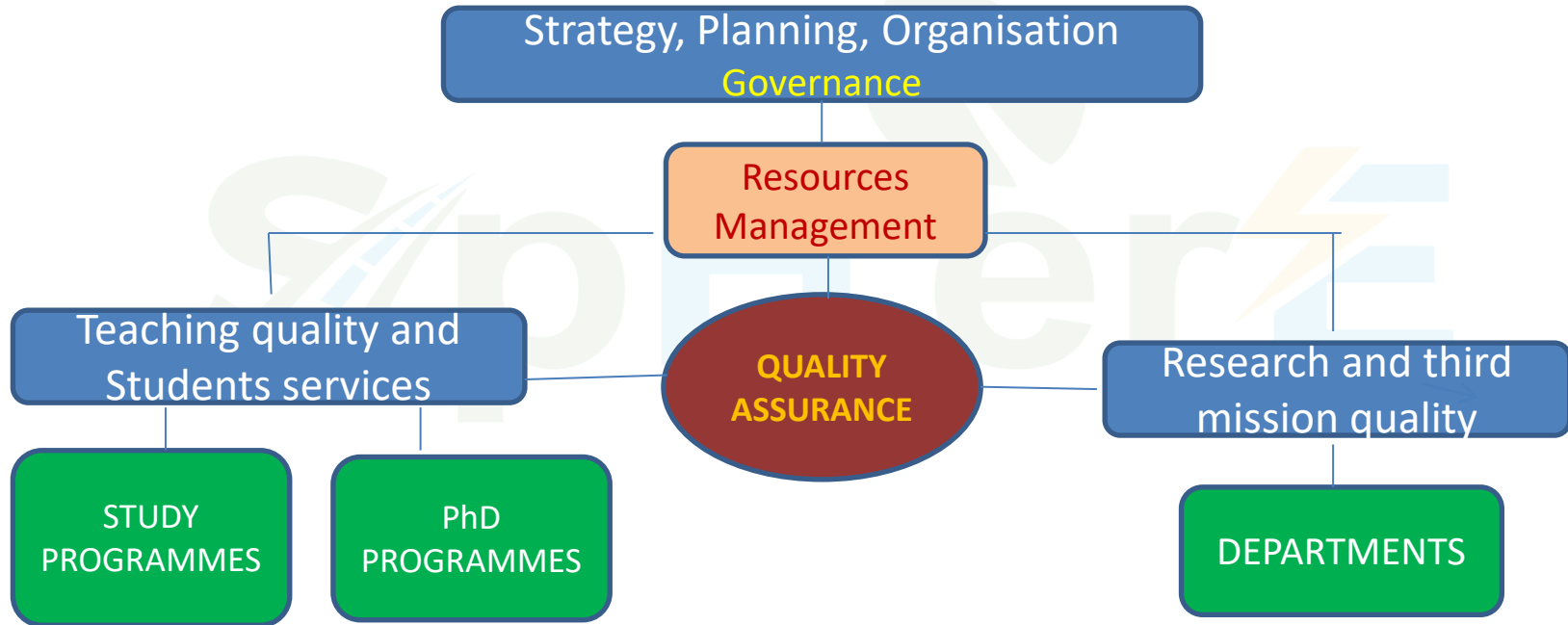# The architecture of the University's Governance

Universities are structured in Faculties/Departments/Centers/Institutes.
They all contribute to the 3 missions with some degree of freedom in the decision-making process, focused on their specific competencies but coherent with the University's Strategic Plan

The architecture of the Quality Assurance System

Consequently the Quality Assurance system

The Quality Assurance system: Aims and Methods

Aims: Establishing a QA system in a university, that is a continuous process of

<p style="color:red; text-align:center;">Plan -> Do -> Check -> Act</p>

That is the «correct» application of the Deming Cycle

In the 4 dimensions of a HEI: *Teaching, Research, Third Mission, Stewardship*

The Quality Assurance system: Methods

Methods:

- The University prepares and implements an effective monitoring system of the policies, strategies, processes and results achieved, using tools and indicators. The monitoring results are systematically and in-depth analyzed to support the review and improvement of the University's Quality Governance
- The functioning of the Governance System is periodically updated with methods and timing that favor the improvement of its effectiveness in support of the strategic planning.
- The functioning of the Quality Assurance System is periodically subjected to internal review with methods and timing that favor the improvement of its effectiveness in support of the strategic planning.

The Quality Assurance system: Methods

- Teachers, researchers, technical-administrative staff and students/doctoral students can easily communicate their observations and proposals for improvement to the governing bodies and structures responsible for the QA
- The Governing Bodies, in order to monitor the effective implementation of their policies and strategies and to achieve the set objectives, periodically carry out a review of the Governance and Quality Assurance System and take the outcomes into consideration and implement the necessary improvement actions.
- The Governance System ensures the dissemination of the results of the evaluations and reviews to those responsible for the quality management of the activities

Policy and Strategy for assessing the quality of teaching, research, third mission/social impact and institutional and management activities

- The University identifies its reference context (local, national and international) and the main stakeholders (internal and external).
- The University formally defines its own clear, articulated and public vision of the quality of teaching research, the third mission/social impact and other institutional and management activities with reference to the complex of relationships between these and taking into account the skills and resources available, its development potential and the impact on the social, cultural and economic context.
- The University translates the vision into policies, strategies, objectives (strategic and operational at a local, national and international level, short, medium and long-term), reported in the strategic and operational planning and budget documents, accessible to stakeholders (internal and external).
- The strategic and operational objectives are clearly defined, quantified through appropriate indicators and targets, achievable and verifiable (measure units)

Review of the Architecture of the University's Governance and Quality Assurance System

- The University has a system of governance and management of activities and related performances consistent with its vision, with policies and strategies and with the skills and resources available

- The University has an organizational model suitable for the implementation of policies and strategies and makes use of a Quality Assurance (QA) System and processes for the implementation of its missions: roles, tasks, skills, decision-making powers and responsibilities of its organizational structures

- The University assigns teachers and technical-administrative staff an active and participatory role in the decisions of the governing bodies at central and peripheral levels.

- The University takes care of the coordination and communication between the Governing Bodies and the organizational structure (central administration, Schools/Faculties, Departments and similar structures, Degree Courses, Research Doctorates, etc.).

Review of the Architecture of the University's Governance and Quality Assurance System

- The structures responsible for the quality assurance and evaluation interact effectively with each other and with the academic bodies responsible for teaching, research, the third mission/social impact and other institutional and management activities
- The University prepares and implements an effective monitoring system of the policies, strategies, processes and results achieved, using tools and indicators decided by the QA system
- The monitoring results are systematically and in-depth analyzed to support the review and improvement
- The functioning of the Governance System is periodically updated with methods and timing that favor the improvement of its effectiveness in support of the strategic planning.

Review of the Architecture of the University's Governance and Quality Assurance System

- The functioning of the Quality Assurance System is periodically subjected to internal review
- Teachers, researchers, technical-administrative staff and students can easily communicate their observations and proposals for improvement to the governing bodies and structures responsible for the QA,
- The Governance System ensures the dissemination of the results of the evaluations
- The University assigns students an active and participatory role in the decisions of the governing bodies at central and peripheral levels

Thank you for your attention!