University Quality Policy

Foreword

IULM University promotes quality assurance and continuous improvement in all the areas in which it aims to fulfil and develop its institutional mission. To this end, it relies on a structured and functional system of principles, bodies and actions aimed at pursuing its institutional objectives, paying the utmost attention to the quality of processes and results and to satisfying the needs of all its main stakeholders, first and foremost, of course, its students.

All processes related to the University's Quality Assurance system are carried out within the framework of the Quality Policy, which defines the set of principles that guide the University's actions towards quality objectives and outlines the methods adopted to achieve them.

Actors within the System

The central governing bodies of the University establish the fundamental processes of the system. The *Presidio della Qualità* is responsible for the promotion, coordination and monitoring of the University's Quality Assurance (QA) activities. An integral part of the Presidio's activities is the organisation and supervision of the University's QA tools (forms, data, training and information activities), also with reference to the management of information flows. The Presidio coordinates the Joint Teaching-Student Committees, the QA Management Groups of the Courses of Study and the QA Delegates of the Departments. Courses of Study, Departments, the Doctorate School, Research Centres and Administrative Offices each have their own closely interconnected role in the system. The Evaluation Board (*Nucleo di Valutazione*) is responsible for assessing the functionality of the Presidio and the effectiveness of the QA System as a whole, also in relations with ANVUR. All in accordance with the provisions of the law, the University Statute and regulations, and in particular Law 240/2010 and Legislative Decree 19/2012, as well as the ENQA guidelines (Standards and Guidelines for Quality Assurance in the European Higher Education Area).

Fundamental Principles

The general principles inspiring the IULM University Quality Policy, in accordance with the Strategic Plan issued by Rectoral Decree no. 18544 of 13 May 2019, are:

- *Centrality of people*. The University places the person (students, teaching and technical-administrative staff) at the centre of its actions. It intends to offer students above all a human experience of sharing a critical attitude, open-mindedness and sharing of ideas, typical of scientific and academic research.
  Each student is included in a process of cultural and professional growth that starts from the very first moments of contact with the institution (orientation activities), includes all teaching activities and work experience (internships), up to the completion of their educational path, and finally provides support for their job placement. The university is attentive, through specially dedicated bodies and processes, to the requests and needs of its students.
  The internal staff is supported in its cultural and professional growth through specific training and development activities and encouraged to adopt technological and methodological innovation: the

results of this path are prerequisites for good organisational functioning and the fulfilment of promises of quality.

- *Inclusion, fairness and respect for diversity*. IULM University's actions and very being are based on combating all forms of discrimination based on gender identity, ethnicity, political beliefs, religious beliefs, ability diversity, age, sexual orientation and contractual status.
- *Synergy between teaching and research.* The quality of university teaching remains entrusted to its close interrelation with the most significant frontiers of scientific research, in their respective methodological and applicative fields. IULM University intends to overcome the risk of a possible separation between teaching and scientific functions, favouring forms of cross-fertilisation. The two functions are fulfilled and developed in an international dimension in order to make the University a dynamic and effective presence which can fully exploit the opportunities offered by today's processes.
- *Recognition of merit*. The university places among its founding values a culture of merit that is able to identify and enhance talent and commitment, both among teachers and students. To this end, it aims to support and encourage all the best practices for implementing its institutional aims and has structured a number of processes aimed at rewarding deserving students (scholarships, revision of tuition fees) and incentivising internal staff.
- *Connection with the professional and business world.* IULM University aims to train professionals capable of facing the challenges and seizing the opportunities that emerge from markets, public institutions and global, national and international scenarios. To this end, a distinguishing feature of its activities is its constant connection with the world of business and professions through multiple forms of collaboration, ranging from guidance and teaching to joint research and knowledge-transfer. IULM guarantees its students a comprehensive cultural background and sound knowledge, which combines theory and practical experience: an integrated approach that has always proved to be extremely useful so that they can successfully enter the world of work, fulfil their ambitions in life and be fully aware of their role in the world.
- *Construction of an integrated Quality Assurance system*. Every activity within the scope of the Quality Assurance system is determined through iterative and sequential processes of planning, action, measurement and control. The University promotes a culture of continuous improvement, an attitude of self-verification of its activities, the identification of problems and the development of responses, the setting of a management style by objectives. This approach requires the involvement of all the actors who work and study within it, the clear delineation of responsibilities and appropriate performance measurement metrics (in terms of effectiveness and efficiency), broken down into the various sectors and processes of the University. The identification of good practices at international level and the application of the techniques of systematic comparison with other actors in the system is fundamental in this respect.

IULM University's quality policy is structured according to specific areas of intervention.

Teaching quality policy

With regard to teaching, IULM University's Quality Policy aims to:

- ensure the effectiveness of information and orientation services for university studies, as well as support for university entrance and specialised tutoring during courses, also in order to reduce drop-out rates;
- put in place actions to ensure effective, efficient learning during studies based on the principle of active student participation; encourage genuine dialogue between teachers and students based on mutual respect and cultural openness;

- enhance the special features of the different Courses of Study (Bachelor's, Master's and Doctorate courses);
- encourage the education also of those students who are able and deserving but who do not possess the necessary means, through adequate support for the right to study; support initiatives for overcoming prior educational gaps; intervene for the support and inclusion of any condition of disadvantage or difficulty in cognitive study or special educational needs, in compliance with the principles of inclusion, equity and respect for diversity;
- facilitate the internationalisation of Courses of Study through the promotion of international exchanges for both students and teachers;
- promote services and initiatives that facilitate the presence, socialisation and active participation of students in university premises in order to develop a 'university community', also through collaboration in the University's collegiate bodies and in the QA system;
- periodically review the structure of the Courses of Study and the training objectives; continuously verifying and promoting within the relevant communities the relevance of the skills acquired for gaining employment, interpreting and responding to the training needs expressed by the stakeholders concerned;
- facilitate contact with the world of work and professions, also through the promotion of internships;
- check student satisfaction during and at the end of the Courses of Study in order to obtain useful data for improving the organisation and delivery of teaching activities;
- provide graduates with guidance services and assistance in entering the world of work, through a network of stable relations with the professions and the production system, first and foremost in the local area.

Research Quality Policy

Research constitutes one of the fundamental functions of the university and is also a driving element for other activities; it constitutes an element of differentiation and visibility which distinguishes a university from other educational institutions.

With regard to scientific research, the University's quality policy aims to:

- enable its researchers to freely pursue their personal and group research, promoting the development and dissemination of culture, scientific knowledge and innovation;
- initiate and conduct collaborative projects with other Italian and international universities and research centres;
- broaden the international dimension of research;
- promote the development of high-impact research programmes for the related professional and regional communities;
- promote and develop collaborative projects with public institutions and local authorities, in order to integrate the university with the many regional areas in which it is involved;
- introduce elements of merit assessment and reward (research funds awarded annually on the basis of individual assessment; recognition of the University's excellence; awards for winning competitions and the ability to attract external funding) that can help raise the overall average level of research and produce the best results in terms of commitment, encouraging the publicising of results and their protection.

Third Mission Quality Policy

IULM University recognises the importance of its relationship with the local area. It aims to contribute to the creation of value and of lasting public assets through its training, research and development activities and, in general, by promoting the direct application, valorisation and use of knowledge to contribute to the social, cultural and economic development of society as a whole. The policies are implemented through the following actions:

- coordinating *public engagement* activities: the University supports events organised to involve local citizens, helping to strengthen the social fabric and its vocation as a place for sharing ideas and knowledge;
- encouraging researchers to address the consequences of their basic and applied research on society and dissemination by developing cultural initiatives for the dissemination and promotion of scientific and cultural knowledge;
- enhancing research and development activities for third parties;
- promoting activities aimed at the promotion and creation of entrepreneurial initiatives from the results of research, focusing specifically on the production and management of cultural heritage;
- contributing to the management of intellectual property;
- supporting the continuing education of its students and alumni, but also offering training modalities for professionals and people engaged in business activities.

Recruitment Quality Policy

With regard to recruitment, career progression and the professional development of academic staff, the University:

- provides for procedures for planning the recruitment of teaching staff, paying attention to the consistency of these programmes with the University's Strategic Plan and sustainability over time;
- periodically checks the effectiveness of recruitment processes, avoiding gender and other imbalances as much as possible;
- promotes career progression plans and provides professional development opportunities for academic staff, fostering improvement and innovation in teaching and in the link between teaching and research.

With regard to the recruitment and professional development of technical and administrative staff, the University

- forecasts staffing needs and identifies the financial resources available in line with the University's Strategic Plan;
- identifies selection mechanisms that meet criteria of transparency and objectivity, enhancing merit and ensuring processes for career progression, in accordance with the requirements and structural needs of the University;
- manages the training and development of the skills and attitudes of its staff, with a view to continually improving internal relations and meeting the demands arising from the University's training priorities.