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Bern, 4 July 2019

**Subject: Membership of ANVUR in ENQA**

Dear Professor Paolo Miccoli,

I am pleased to inform you that, at its meeting of 20 June 2019, the Board of ENQA took the decision to grant ANVUR the membership of ENQA for five years from that date. The Board concluded that ANVUR is in compliance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015) and thus fulfils the membership criteria according to article 6, paragraph 1 of ENQA's rules of procedure.

At the same time, the Board marks down several critical points concerning the review. Firstly, following the evidence and analysis provided on standard 3.1 Activities, policy and processes for QA, the Board concludes that the agency is only partially compliant on this standard and not substantially compliant, as judged by the panel. The Board seconds the critical remarks of the panel on the need to increase the strategic involvement of the Advisory Board in the agency's functioning and the need to plan a more systematic formal dialogue between ANVUR and specific stakeholders.

In addition, the Board critically notes that one of the agency's activities (AFAM), although introduced in 2016, is still not carried out in line with the ESG. As the report of the panel notes, the criteria for the implementation of internal quality assurance for institutions, that would cover all standards in Part I of the ESG 2015 (as expected under ESG 2.1 Consideration of internal quality assurance), are still under development. Following this, in the opinion of the Board, the standard 3.1 is found only partially compliant.

In relation to standard 3.6 Internal quality assurance and professional conduct, the Board seconds the panel's recommendation to introduce a system for internal quality assurance of the agency. Of particular significance is the need to formalise the processes and to assure that the external feedback is collected systematically. Consequently, in the opinion of the Board, the standard can be considered only as partially compliant at this stage, and not substantially, as judged by the panel.

Furthermore, the Board would like to use this opportunity to provide an articulation regarding standard 2.2 Designing methodologies fit for purpose where their judgement differs from that of the panel. The Board seconds the critical remark of the panel on the importance of introducing and continuing efforts of the agency “aiming at a formal and concrete systematic involvement of student organisations – and the student body in general – in the design and enhancement of its activities”. Furthermore, the panel calls for further involvement of AFAM stakeholders “in the design and continuous improvement of ANVUR’s external QA activities in the AFAM sector”. The Board also supports the observation of insufficient involvement of PhD students in QA procedures that are relevant for them. The board finds the second recommendation of the panel critical as all of the agency’s activities need to follow the requirements of the ESG. Following this, in the opinion of the Board, the standard can be considered only as partially compliant.

Last, but not least, the Board emphasises the need for the agency to give more attention to ESG standards that are found partially compliant by the panel: 2.1 Consideration of internal quality assurance, 2.4 Peer-review experts and 2.6 Reporting, and that all agency’s activities follow the requirements of the ESG.

The Board would like to receive a follow-up report containing ANVUR’s reactions to all the above mentioned observations and recommendations within two years of its decision, i.e. by June 2021.

The Board also encourages ANVUR to take advantage of the voluntary progress visit – an enhancement-led feature in the review process. The visit would take place in about two years’ time from this decision. The ENQA Secretariat will be in touch with you in about a year’s time to discuss this possibility. The costs of this visit have already been included as part of the review fee and are non-refundable except for the travel costs of the experts. More information about the progress visit can be found in the Guidelines for ENQA Agency Reviews. If you have any further queries, please do not hesitate to contact the ENQA Secretariat.

Please accept my congratulations for the confirmation of membership of ANVUR.

Yours sincerely,



Christoph Grolimund  
President

Annex: Areas for development

## **Annex: Areas for development**

As outlined by the review panel, ANVUR is recommended to take appropriate action, so far as it is empowered to do so, on the following issues:

### **3.1 Activities, policy and processes for quality assurance**

ANVUR's Management Team is recommended to explore ways enabling to increase the strategic involvement of the Advisory Board. The agency is additionally recommended to plan a more systematic formal dialogue with specific stakeholders (students, professional organisations, social partners) to collect feedback to be effectively beneficial for the agency's governance and work.

### **3.3 Independence**

ANVUR is recommended to strive for more autonomy in setting the timetable and therefore define the procedures more freely (particularly in AFAM accreditations) aiming at improving the quality and meaningfulness of the external quality activities.

### **3.4 Thematic analysis**

ANVUR is recommended the systematic publication of any outcomes resulting from thematic working groups' activities conducted by the agency.

### **3.5 Resources**

ANVUR is recommended to establish priorities with regards to the development of meaningful processes and procedures, compatible with the available resources. Furthermore, the agency is recommended to open a reflection on the revision of the organizational structure of the agency, including an evaluation about to what extent – in a medium to long term perspective – it would still be considered the most optimal use of resources to reserve a relatively large percentage of the budget to the full-time engagement of the governing board members. Next, the agency is recommended to enhance IT resources for the use of software applications and to provide support to all of the agency's activities.

### **3.6 Internal quality assurance and professional conduct**

ANVUR is recommended to introduce a system aiming at formalizing processes assuring that external feedback is collected systematically and leading to a continuous improvement within the agency.

### **2.1 Consideration of internal quality assurance**

ANVUR is recommended to extend consideration of the internal quality assurance processes described in Part 1 of the ESG to all of the agency's external QA activities falling within the scope of the ESG.

## **2.2 Designing methodologies fit for purpose**

ANVUR is recommended to introduce and continue efforts aiming at a formal and concrete systematic involvement of student organizations – and the student body in general – in the design and enhancement of its activities. Furthermore, the agency is recommended to further involve AFAM stakeholders in the design and continuous improvement of the agency's external QA activities in the AFAM sector.

## **2.3 Implementing processes**

ANVUR is recommended to increase the usefulness of the AFAM accreditation system implementing processes compatible with the AVA system and adapted to the AFAM institutional context.

## **2.4 Peer-review experts**

ANVUR is recommended to involve student experts in all external quality assurance activities.

## **2.6 Reporting**

ANVUR is recommended to publish full reports by the experts not only clear and accessible to the academic community, but also to external partners and other interested individuals.

## **2.7 Complaints and appeals**

ANVUR is recommended to make more transparent and accessible the existing internal mechanisms, the actors involved and the detailed procedure of both complaints and appeals, respectively against procedural issues and against all decisions.