



UNIVERSITÀ
DEGLI STUDI
DI PADOVA

Annual Report of Evaluation Unit

Summary

Year 2025

PREMISE

The Annual Report of the Evaluation Unit, drafted in accordance with Law 370/1999 and based on the specific guidelines issued by Agenzia Nazionale di Valutazione del sistema Universitario e della Ricerca – ANVUR ([*2025 Guidelines for the Annual Report of the Evaluation Units*](#)), presents the results of monitoring and quality-control activities concerning teaching, research, administrative management, and the students and graduates opinion surveys (OPIS).

Since 2013, with the introduction of the Self-Assessment, Evaluation and Accreditation system (AVA), the Evaluation Unit's annual assessments of teaching activities and OPIS results have been included in the section of the Annual Report devoted to Quality Assurance (QA) and accreditation procedures (*Section 1 – Evaluation of the Quality of the University, Study Programmes, and Doctoral Programmes*).

Since 2015, the Annual Report has also incorporated the Report on the overall functioning of the internal evaluation, transparency, and integrity system, prepared by the Independent Evaluation Units (OIV) pursuant to Article 14, paragraph 4, letter a) of Legislative Decree 150/2009 and subsequent amendments (*Section 2 – Performance Evaluation*).

The Annual Report also includes the recommendations issued by the Evaluation Unit, based on the analyses and assessments carried out, aimed at improving the organisational, administrative, teaching, and research processes of the University (*Section 3 – Recommendations and Suggestions*).

The 2025 Annual Report of the Evaluation Unit is therefore structured as follows:

Section 1 – Evaluation of the Quality of the University, Study Programmes, and Doctoral Programmes, also including the section relating to the OPIS (regulated by Law 370/1999, Article 1, paragraphs 2 and 3), with deadline 30 April 2025, approved by the Evaluation Unit on 16 April 2025;

Section 2 – Evaluation of the Integrated Performance Cycle;

Section 3 – Recommendations and Suggestions.

The present document provides the English translation of Section 3, containing the recommendations and suggestions addressed to the University by the Evaluation Unit.

RECOMMENDATIONS AND SUGGESTIONS

Based on the analyses presented in Sections 1 and 2 of its 2025 Annual Report, the Evaluation Unit:

- considering the evidence gathered through its activities over the course of the reporting year;
- noting positively that, in its own annual report, the University Quality Assurance Unit (PQA) has duly addressed the recommendations formulated by the Evaluation Unit in the 2024 report;

concludes that **systematic Quality Assurance processes are in place at the University of Padua and that these contribute to the continuous improvement of academic activities**. Through its analytical activities, the Evaluation Unit has verified the existence of a **well-established and effective system for planning and monitoring performance** relating to teaching, research, third mission activities, and institutional and administrative functions.

Considerations and Recommendations of the Evaluation Unit regarding the University:

Area A – Strategy, Organisation, and Planning

The Evaluation Unit notes that the University has defined a clear, coherent, articulated, and publicly accessible vision of the quality of teaching, research, third mission activities, and institutional and administrative functions, which is appropriately implemented and monitored through strategic and operational planning mechanisms. The University has a governance system that is adequate for its size and characteristics and has established a unified Quality Assurance system articulated across multiple committees.

The Evaluation Unit observes positively that the review processes concerning the Governance System and the Quality Assurance system, already in place, have acquired a systemic nature, enabling the implementation of improvement actions that are duly monitored.

In a perspective of continuous improvement, the Evaluation Unit recommends that the University **publish on its website the results of the opinion surveys addressed to doctoral candidates and PhD graduates**, in line with what is already done for Study Programmes, and **increase the number of students involved in training initiatives on Quality Assurance topics**.

Area B – Resources

The University has increased the size of its academic staff by leveraging its strong performance, both in terms of obtaining recruitment capacity as regulated by the Ministry and in attracting competitive funding. With regard to initiatives aimed at reducing the gender gap, the Evaluation Unit acknowledges positively the measures set out in the 2025–2027 Gender Equality Plan (GEP) and reiterates its recommendation to **undertake all appropriate initiatives to reduce gender disparities** in recruitment processes and in the allocation of merit-based incentives.

With regard to technical and administrative staff, the Evaluation Unit — considering this component essential to the University's competitiveness — notes positively the allocation of specific recruitment capacities to this sector and the attention devoted to training. In this respect, it recommends **proceeding, as planned, with the adoption of an application suitable for monitoring the total number of training hours, both mandatory and optional, for technical, administrative, and library staff**.

The Evaluation Unit, while noting positively the connection between the "Good Practice" service satisfaction survey system and the SMVP, recommends **encouraging** all components of the academic community (with particular reference to the student body) **to pay due attention** to the questionnaire. It further recommends that the results be analysed, whenever the number of responses allows, **in a disaggregated manner for the different University sites**.

The University demonstrates full economic and financial sustainability and has a resource planning and management system capable of maintaining such sustainability over time. The allocations of the Ordinary Financing Fund (FFO) for 2024 and 2025 show that the University has maximised state funding by achieving fully positive performance results.

With regard to facilities and equipment, the Evaluation Unit has found that the University has adopted a strategy for the management of buildings and related infrastructures that is consistent with its Strategic Plan, provides for appropriate monitoring activities, and is capable of meeting the University's needs.

Concerning information and knowledge management, the Evaluation Unit has identified well-established processes capable of effectively responding to the University's requirements.

The Evaluation Unit commends the University for the promptness with which it has adopted the relevant guidelines and, more generally, for the way it is addressing the opportunities and challenges posed by distance learning. In accordance with Ministerial Decree 1835/2024, the Evaluation Unit **recommends the adoption of the Service Charter**.

Area C – Quality Assurance

The Evaluation Unit has verified that Quality Assurance processes are systematically implemented within the University on the basis of specific guidelines.

With regard to teaching, the University has demonstrated particular attention to the monitoring of first- and second-cycle programmes, with systematic in-depth analyses for the Study Programmes activated since the academic year 2016/17. The Evaluation Unit also notes positively the launch, in September 2025, of the Teaching QA Desk, where data and documentation relating to Quality Assurance processes in teaching have been systematised and made more easily accessible.

Concerning Departmental Quality Assurance, the Evaluation Unit acknowledges the systematic and accurate monitoring and continuous improvement activities undertaken, and it notes positively the measures implemented by the University to consolidate the integration of the various aspects of departmental strategic planning, through structured monitoring and review processes.

The Evaluation Unit, while appreciating the actions undertaken during the past year with regard to Doctoral Programmes, recommends that — as envisaged by the CPQD and in accordance with the new Guidelines — **the review process for doctoral programmes be completed by November 2025**.

Lastly, the Evaluation Unit, acknowledging the positive actions underway **on the University website and Intranet concerning Quality Assurance materials**, recommends careful **finalisation** of these activities to facilitate access and consultation by all relevant stakeholders.

Area D – Quality of Teaching and Student Services

The Evaluation Unit has verified that the University has a clear overall vision of the planning and structuring of its educational offering, also in relation to the national and international reference context.

Particular commendation is due for the timely implementation of the Guidelines for Online Teaching: Integration into Conventional Degree Programmes and New Provisions for Hybrid, Predominantly Online, and Fully Online Programmes, which promptly incorporated the contents of Ministerial Decree No. 1835/2024.

The Evaluation Unit expresses an overall positive assessment of the activities carried out by the University in relation to the processes connected to teaching and student services, as well as of the monitoring activities undertaken. In particular, the Evaluation Unit notes very favourably the increasing international dimension of the University's educational offering and its growing ability to attract international students. These results demonstrate the soundness and effectiveness of the initiatives implemented by the University to promote the internationalisation of teaching.

The Evaluation Unit reiterates the importance of continuously monitoring the various initiatives in order to assess the effectiveness of the activities carried out by Degree Programmes and Doctoral Programmes and to identify potential areas for improvement.

Area E – Quality of Research and Third Mission/Social Impact

The University demonstrates a clear overall vision of how its 32 Departments define their own strategic guidelines, particularly with regard to research, third mission/social impact and personnel planning, in

alignment with the University's strategic priorities. The University systematically ensures that Departments have an established system for planning, monitoring, and reviewing departmental activities. Planning processes at the departmental level have undergone progressive integration and refinement, which will make it possible to adopt a single document for the 2026–28 cycle, thereby promoting a unified consideration of departmental activities.

The Evaluation Unit, acknowledging positively the role played by the PQA, recommends that the University, also in view of the forthcoming 2026–28 departmental planning cycle, **monitor the actions of the Departments with regard to the clear and transparent definition of criteria and procedures for the allocation of resources assigned to Departments** for their various purposes.

Ufficio Pianificazione e controllo strategico

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