

## **ANVUR'S ACTIVITIES PROGRAMME 2026–2028**

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Strategic objectives and activities planned for the three-year period

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## INTRODUCTION

The Activities' Programme of the National Agency for the Evaluation of the University and Research System (ANVUR) is the reference document intended to set out the **institutional mandate** assigned to the Agency, defined in its qualifying aspects by Presidential Decree No. 76 of 2010 (as amended), within a **strategic vision** and a pathway consistent with it, articulated into a series of objectives and concrete actions. The institutional mandate of ANVUR is clearly defined by law, which identifies it as the **national Agency** entrusted with evaluating the effectiveness and efficiency of the education and research activities of Universities, Public Research Institutions (EPR), and AFAM institutions. ANVUR therefore has the **mission** of ensuring the **quality of the national system of higher education and research**, pursuing a dual purpose: transparency towards all relevant stakeholders (students, families, representatives of the professional world, political decision-makers, society as a whole) and continuous improvement, achieved by supporting institutions in identifying strengths, weaknesses, and opportunities for development. This mission is embedded in a long-term vision of the role that the Agency intends to play in the **medium and long term**, for the benefit of a higher education and research system capable of updating itself and responding to ongoing global transformations. ANVUR therefore aspires to be – also at international level – a point of reference in quality assurance of the Italian higher education system and in supporting the development of research and its social impact, innovation, competitiveness, and academic excellence, ensuring the effectiveness, transparency, and proportionality of evaluation processes and their full alignment with European standards (ESG).

During 2025, **Presidential Decree No. 76/2010** underwent a broad and incisive revision proposed by the Minister of Universities and Research, culminating in the adoption by the Council of Ministers of a new decree, currently in the process of enactment and publication. The changes introduced are expected to have a significant impact on ANVUR's activities and on its governance framework. Without undertaking, in this context, a detailed analysis of the individual provisions, it is worth highlighting that the new framework: reaffirms the founding principles of the Agency's action (independence, transparency, simplification, etc.); partly redefines the **scope of the evaluation activities** falling within the Agency's remit, with particular reference to the AFAM sector; expressly enhances and regulates the **international dimension** and role of ANVUR, already recognised by ENQA, EQAR, and WFME, and further consolidated in recent years also through the roles held in European bodies and the numerous agreements with foreign agencies; finally, it redesigns **governance** and organisational structure, intervening in particular on the duration of mandates and on the procedures for the appointment of the President and the Governing Board, as well as on the Advisory Board and the General Directorate.

The 2026–2028 Programme of ANVUR, the last one adopted by the current Governing Board, aims to outline a **strategic pathway** for the next three years, consistent with those of previous years, in the hope that it may serve as a **useful guide for future activities** for those who will be part of the new governing bodies of the Agency.

Important elements in the drafting of the Programme also derive from the indications contained in the note through which the Minister of Universities and Research (MUR), Senator Anna Maria Bernini, approved the Programme of Activities 2025–2027, from the contents of Ministerial Decree No. 773/2024, concerning the **Guidelines for the three-year planning 2024–2026** of the university system, and from the most recent **act of guidance of the MUR** available, relating to the year 2025. A preliminary version of the Programme was also presented and discussed in the meetings of 6 November and 4 December 2025 with the Agency's **Advisory Board**, which on 11 December 2025 put forward proposals and suggestions that, where possible, have been taken into account in the final version of the Programme. In the three-year period 2026–2028, ANVUR intends to enhance the contribution of the Advisory Board through a planned cycle of consultations, aimed not only at the follow-up stage of adopted measures, but also through prior methodological discussions on strategic issues.

## VISION AND PRIORITIES

In the three-year period 2026–2028, ANVUR will steer its action towards the systemic strengthening of higher education and research, with an integrated focus on the international dimension, the quality of evaluation processes, the centrality of students, and internal organisational consolidation. At the same time, in a context marked by profound transformations at national, European and global level, the Agency considers it strategic to equip itself with a longer-term, forward-looking vision capable of guiding methodological and evolutionary choices beyond the horizon of the three-year Programme and in line with the evolution of the quality ecosystem.

Continuing along the path of internationalisation, the Agency will consolidate its positioning within the **European Higher Education Area**, strengthening cooperation with foreign agencies and making the European approach to quality assurance of joint programmes fully operational. Staff mobility, participation in the main international fora, and the management of foreign accreditations will act as enabling levers for a structural alignment of national evaluation models with European standards, also in view of developments related to the **European Universities**, the **European Degree Label** and, prospectively, the **European degree**. Within this scenario, ANVUR also intends to monitor with care and responsibility the opportunities linked to cross-border evaluation activities in the European and non-European context, in coherence with the ESG and with the best practices of European agencies engaged in **cross-border quality assurance**, also by actively participating in the international debate on the subject.

In the area of research evaluation and research on evaluation, the three-year period will be marked by the conclusion of the **VQR 2020–2024** and by a subsequent analytical phase aimed at laying the groundwork for the new evaluation exercise. The recent revision of Presidential Decree No. 76/2010, which overcomes the five-year cycle of the VQR by assigning to ministerial guidelines the definition of timelines, and the regulatory innovations introduced by the bill approved by the Senate of the Republic on 9

December 2025 on **university recruitment**, as well as by Article 20 of Delegating Law No. 167 of 10 November 2025 on the reorganisation and restructuring of regulatory provisions concerning higher education and research, will have direct impacts on the Agency's activities, including in terms of the evaluation of the quality of recruitment. It will therefore be a priority to integrate, in future exercises, the orientations developed on this issue, also taking into account the main European initiatives in which the Agency actively participates. ANVUR will also continue to oversee the quality of **university and AFAM Institutions' doctoral programmes**, supporting the sector in the definition of robust standards and evaluation models.

With regard to the evaluation of universities, the Agency will update the **accreditation** system, strengthening its orientation towards **learning outcomes** and the **transformation of teaching**, with increasing attention also to updating the quality assurance criteria for distance learning, in coherence with the **ESG** and with technological and pedagogical developments, with the aim of ensuring equity, effectiveness and transparency of educational processes. The revision of protocols, the reorganisation of panels and the adoption of **TECO** tests (Tests on transversal and disciplinary competences) as a mandatory tool for the assessment of competences will constitute central assets. This framework also includes the accreditation of initial **training** pathways for secondary school teachers and the enhancement of Schools and Colleges of Advanced Studies. To complement these lines of development, ANVUR will define evaluation methods for short, modular and stackable learning pathways (so-called "microcredentials" and other forms of formal, non-formal and informal learning), also with a view to upskilling, reskilling and lifelong learning, ensuring clear and proportionate approaches and criteria that preserve quality without slowing down the innovative capacity of institutions.

Within the scope of the evaluation of **AFAM Institutions**, the Agency will continue to support the sector during a phase of profound reorganisation, intervening in the completion, rationalisation and harmonisation of protocols and procedures in coherence with the MUR Regulation (the publication of which is expected shortly) and the ESG, strengthening the evaluation of institutions involved in **statisation** processes and updating the **training of evaluators** on the basis of artistic and professional specificities. The implementation of a shared model for the classification of **artistic and musical research** outputs and the development of a dedicated platform for their census will constitute the prerequisite for any future evaluation exercises.

Further activities of institutional relevance will be directed towards strengthening the Agency's analytical and informational capacity, with particular attention to the consolidation of the **data governance** model, which enables ANVUR to collect, integrate, analyse and make publicly available a wide range of institutional data in an efficient, timely and certified manner. The **Biennial Report**, the **thematic Reports** (e.g. on disability, gender and medical education) and the evolution of the **University System Dashboard** – launched in spring 2025 – will be key tools to support national policies in the field of higher education and research. The production of analytical documents prepared in collaboration with other bodies will also increase, with the aim of integrating the Agency's information bases on teaching and research in areas where these elements can

contribute to improving policy-making (for example, research on cybersecurity in cooperation with the National Cybersecurity Agency – ACN). A further area of development of the Agency's activities will concern the updating of guidance for the **Evaluation Boards**, with the aim of making concrete and effective the action of guidance and coordination of these bodies with ANVUR.

The Agency is also looking to the future, with particular attention to the use of **artificial intelligence**. In this perspective, training pathways for staff have already been launched over the past couple of years, aimed at the aware and responsible use of available tools, which are now already an integral part of work processes supporting administrative action, as well as analytical and evaluation activities. The body of competences thus developed will enable ANVUR to define specific reference **guidelines**, aimed at clarifying how AI can effectively support human work without replacing it, performing a support function in terms of productivity and improvement of efficiency and quality of organisational processes. The Agency's commitment to the promotion of **academic integrity** will also remain a priority, through the development of criteria, indicators and guidelines to support institutions in the prevention and management of improper conduct, in order to strengthen an ethical culture of quality.

Finally, the area dedicated to internal organisation will be oriented towards ensuring that ANVUR has structures, processes and competences adequate to the growing complexity of its institutional functions. In this perspective, the planned actions include the updating of the **Gender Equality Plan**, the consolidation and formalisation of the internal quality assurance system, the strengthening of process **digitalisation** and the reinforcement of the **communication** strategy, visual identity and outreach activities. Following the amendments to Presidential Decree No. 76/2010, a phase of review and updating of the regulatory framework within which the Agency operates will also begin, in order to ensure coherence, clarity and full functionality of the reference framework. Attention to staff will finally require the completion of the **recruitment** plan, the continuation of investments in training through targeted and personalised pathways and, preliminarily, the resolution of the still open issue of the **alignment of the remuneration** of non-managerial staff with that of staff.

In this perspective, the Agency intends to position itself as a proactive actor within a rapidly transforming quality ecosystem, updating methodologies, strengthening international partnerships and supporting the national system in addressing emerging challenges. The strategic directions outlined here aim to guide the evolution of higher education and research over the next decade, contributing to the construction of an increasingly dynamic and interconnected system.

Figure 1 summarises the scheme of priorities defined by the Governing Board, highlighted in different colours in relation to the timeframe envisaged for the implementation of the specific actions relating to the three-year period.

**Figure 1:** Strategic priorities for the three-year period 2026–2028

**LEGENDA** (activities relating to the period): 2026; 2026 – 2027; 2026-2028; 2027-2028

## INTERNATIONALISATION

- Full implementation of the European approach to Quality Assurance (AQ) of joint programmes
- Staff mobility activities, incoming and outgoing
- Active participation in working groups on key issues in the international debate (e.g. European degree, Transnational Higher Education and Cross-border Quality Assurance)
- Interim reviews (follow-up and progress visits) related to ENQA, EQAR and WFME accreditation

## RESEARCH EVALUATION AND RESEARCH ON EVALUATION

- Participation in international working groups
- New regulatory framework for university recruitment
- Use of results from research evaluation activities
- VQR 2020–2024 (Evaluation Reports)
- Register of research evaluators
- Database for the collection of Universities' research and third mission activities (SUA-RD/TM)
- Accreditation and monitoring of doctoral programmes

## EVALUATION OF UNIVERSITIES

- Adaptation of protocols for the initial accreditation of new Study programmes and the periodic accreditation of universities (including verification of examinations for distance learning programmes)
- Reorganisation of the procedures for the composition of the Evaluation Expert Commissions (CEV) and Panels (including the extension of selection through a web-based interface – PNRR project)
- Verification of examinations for distance learning programmes
- Mandatory introduction of the Test sulle Competenze (TECO)
- Periodic accreditation of initial training pathways for secondary school teachers
- Initial and periodic accreditation of Schools of Advanced Studies, and of University Schools and Colleges of Advanced Studies

## EVALUATION OF AFAM INSTITUTIONS

- Reorganisation of expert training activities
- Classification and census of research outputs
- Evaluation of AFAM Institutions
- Revision of evaluation protocols and procedures in relation to the MUR Regulation on planning and evaluation

## OTHER INSTITUTIONAL ACTIVITIES

- Guidelines on the use of artificial intelligence (AI) in the Agency's activities
- New Guidelines for the drafting and structuring of Evaluation Boards' reports
- Presentation of the Biennial Report and additional Thematic Reports
- Continuous development of the University System Dashboard
- Evaluation of interventions in support of students funded by the MUR through PNRR resources
- Preparation of Evaluation Reports within the framework of collaboration agreements with other bodies

## INTERNAL ORGANISATION

- Update of the Gender Equality Plan
- Communication and outreach activities
- New regulatory framework of ANVUR
- Internal Quality Assurance (QA) system
- Staff recruitment
- Individual training pathways for staff



## INTERNATIONALISATION

In the three-year period 2026–2028, ANVUR will strengthen its international projection, fully implementing the **European approach** to the quality assurance of joint programmes, in coherence with the ESG – *Standards and Guidelines for Quality Assurance in the European Higher Education Area*, and simplifying the related procedures for the evaluation of joint programmes. At the same time, the Agency will further expand **staff mobility** and participation in **international projects and working groups** on strategic evaluation issues, will continue to conclude cooperation agreements with foreign agencies for joint evaluations and peer review, and will ensure follow-up of ENQA<sup>1</sup>, EQAR<sup>2</sup> and WFME<sup>3</sup> accreditations, thereby consolidating its role within the European and global quality landscape.

**Implementation of the European approach to the QA of joint programmes (2026–2028).** Over the next three years, ANVUR will continue and consolidate the actions initiated in the previous programming cycle with the introduction of the European approach to the quality assurance of **joint programmes**. Following the set-up phase of the new model adopted during 2025, the Agency will ensure its full operational implementation, both by acting as the coordinating Agency for international accreditations and by recognising evaluations carried out by agencies listed in the **EQAR** register for programmes delivered jointly by Italian and foreign universities. In this context, cooperation with **foreign QA agencies** will be essential for the implementation of joint evaluations, exchanges of experts and methodological comparisons. The outcomes of these evaluations will be monitored in terms of strengthening transnational cooperation and increasing student and staff mobility. Further refinement of the alignment between national requirements and the ESG will also be pursued, in order to ensure continuity and coherence between the Italian regulatory framework, European standards and the objective of consolidating Italy's presence within the European Higher Education Area. Consideration will also be given to the active involvement of ANVUR in activities aimed at awarding the **European label** to joint programmes that demonstrate compliance with the guidelines currently being developed by the European Commission.

**Staff mobility activities, incoming and outgoing (2026–2028).** Over the next three years, ANVUR will ensure continuity and further development of **staff mobility** initiatives, both incoming and outgoing, towards other quality assurance agencies. Staff mobility activities will be aimed at the **structured exchange** of good practices, continuous professional development and the strengthening of competences in the field of quality assurance, with particular attention to the most innovative areas (e.g. digital evaluation, transnational cooperation, new QA models). Training pathways offered by international networks (in particular the ENQA Leadership Development Programme) will also be enhanced and

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<sup>1</sup> [European Association for Quality Assurance in Higher Education \(ENQA\)](#). Following a positive evaluation, ANVUR has been a member of ENQA since June 2019. The evaluation is valid for a five-year period. In January 2025, the Agency received the visit of the ENQA Panel and obtained an initial overall positive assessment, which can be formally confirmed only upon completion of the EQAR evaluation.

<sup>2</sup> [European Quality Assurance Register for Higher Education \(EQAR\)](#). In 2020, ANVUR did not obtain registration in the Register. A new evaluation is currently ongoing, having been initiated in 2024.

<sup>3</sup> [World Federation for Medical Education \(WFME\)](#). WFME is an international organisation founded in 1972 by the World Medical Association (WMA), the World Health Organization (WHO), the International Federation of Medical Students' Associations (IFMSA), the Junior Doctors Network (JDN) and the Educational Commission for Foreign Medical Graduates (ECFMG). Its mission is to improve the quality of medical education worldwide. In 2020, WFME published the third updated edition of the standards for quality improvement in Basic Medical Education (see the web page "WFME BME Standards 2020"). ANVUR obtained WFME recognition in March 2024.



integrated into **individual staff training plans**, in order to promote the circulation of competences, comparison with European and global academic contexts and, ultimately, the improvement of the quality and competitiveness of the Italian system.

#### **Active participation in working groups on key issues in the international debate (2026–2028).**

In the three-year period 2026–2028, ANVUR will also ensure continuity and further momentum to the path initiated in the previous programming cycle, strengthening its presence in the main **European and international working groups** dedicated to the updating of the ESG and to other strategic issues (e.g. **European degree, Transnational Higher Education and Cross-Border Quality Assurance, micro-credentials, recognition of qualifications**), and by participating in competitive projects carried out in cooperation with other Agencies. After a phase in which participation in these fora has made it possible to consolidate relationships and exchanges of good practices, the Agency plans to provide an even more active contribution to the definition of guidelines, policy documents and shared positions.

**Interim reviews (follow-up and progress visits) related to ENQA, EQAR and WFME accreditation (2026–2028).** Over the next three years, the Agency will be engaged in follow-up activities connected to international **accreditation processes (ENQA, EQAR, WFME)**, also on the basis of the recommendations set out in the evaluation reports. This will entail the adoption of internal improvement plans, the systematic documentation of actions undertaken and, where applicable, the conduct of **progress visits** by international panels.

## **RESEARCH EVALUATION AND RESEARCH ON EVALUATION**

In the three-year period 2026–2028, ANVUR will strengthen its role in **improving the quality of research** by completing the VQR 2020–2024, resuming the project of the SUA RD-TM database and its envisaged integration with the Research Registry, participating in the initiatives of the CoARA and Agorra networks, and continuing the accreditation and monitoring of doctoral programmes.

Within this framework, the Agency will support the implementation of the new university recruitment procedures and, if requested, will submit proposals to the MUR on the criteria for the allocation of state funding in relation to research results.

**Participation in international working groups (2026).** ANVUR will ensure continuity to the path initiated in the previous programming cycle within **CoARA**, focusing in particular, in 2026, on active participation in CoARA initiatives (including CoARA Boost) and in the related working groups dedicated to the reform of research evaluation systems. In line with the Action Plan approved by the Agency in October 2024, the objective will be to contribute to the definition and testing of evaluation practices that are more strongly oriented towards quality, impact and diversity of scientific outputs, moving beyond exclusively quantitative approaches and supporting European policies for **Open Science**. Participation will also continue in the activities of the **Agorra** network, a project coordinated by the Research on Research Institute (RoRI), aimed at building an “observatory” of responsible evaluation, dedicated to the collection of comparative data and the development of analyses to support and accelerate the reform of research evaluation. The outcomes of these participations will provide a basis for the Agency’s proposals in terms of national evaluation

guidelines and tools, thereby ensuring closer **alignment of the Italian system with the international debate** on the renewal of research evaluation, while at the same time strengthening ANVUR's role as an authoritative interlocutor in the main European fora. From 2026 onwards, the Agency will also contribute to the EU ERA Action on the reform of research evaluation, supporting the mapping and analysis of changes and identifying gaps to be addressed at institutional, national and European level.

**New regulatory framework for university recruitment (2026).** Following the set-up phase carried out in the previous three-year period – characterised by the entry into force of the new Regulation for the classification of journals and participation in the work of the ministerial working group on the reform of the ASN – in 2026 ANVUR will be called upon to support the operational implementation of the **new framework** governing university recruitment, in light of the amendments to **Law No. 240/2010** currently under parliamentary discussion, as well as the provisions of Delegating Law No. 167/2025 and the implementing legislative decrees in the process of adoption. Within this framework, the Agency will be required to propose **productivity and scientific qualification requirements** for access to recruitment procedures, in coherence with international best practices in the evaluation of academic careers. The requirements will be differentiated by the functions of full and associate professor and by each scientific-disciplinary group. In relation to the new requirements, a rethinking of the current journal classification will be necessary.

**Use of results from research evaluation activities (2026).** Also in 2026, ANVUR will prepare and submit to the Ministry of Universities and Research the results of research evaluation activities which, also pursuant to the new Presidential Decree No. 76/2010, constitute one of the reference criteria for the allocation of **state funding** to universities and **Public Research Institutions**. The data will be constructed on the basis of the outcomes of evaluation exercises, indicators of scientific and third mission performance, and considerations regarding the balance among the different institutional missions. This action, particularly with regard to Public Research Institutions, was formally **requested by the Ministry** at the time of approval of the previous Programme of Activities 2025–2027.

**VQR 2020–2024 (2026–2027).** In the two-year period 2026–2027, ANVUR will complete and enhance the process initiated in the previous programming cycle with the VQR 2020–2024, which has reached its final phase following the set-up activities, submission of outputs and case studies, and evaluation carried out up to 2025. In the first half of 2026, the Agency will proceed with the **validation** of results and the drafting of **evaluation reports** at institutional and area level, providing an integrated account of the outcomes of the work carried out by the GEVs and external reviewers. The results will be presented at a public event and disseminated through dedicated reports, in order to promote informed use of the outcomes by universities, Public Research Institutions and institutional decision-makers. Subsequently, **evaluative analyses** of the exercise will be developed, both internally and with the support of **international experts**, with particular attention to the transparency of the methodologies adopted and to communication with the scientific community.

**Register of research evaluators (2026–2027).** ANVUR will also be engaged in consolidating the international register of expert evaluators, launched during the VQR 2020–2024. The register, which benefits from **ministerial co-funding** through resources from the National Recovery and Resilience Plan (**PNRR**), already includes more than eight thousand profiles of national and international expert evaluators across all major scientific disciplines and represents a significant development in evaluation processes. The platform makes use of

advanced artificial intelligence technologies, already successfully tested during the VQR 2020–2024. These tools enable accurate selection of the most qualified reviewers for each research output or project submitted for evaluation.

**Database for the collection of Universities' research and third mission activities (SUA RD-TM) (2026–2027).** In the two-year period 2026–2027, ANVUR will resume the work, interrupted many years ago, on the development of the new **SUA RD-TM** database, promoting its role as a central **information infrastructure** for the collection, organisation and analysis of universities' research and knowledge valorisation activities. Given that the recent reform of ANVUR provides that the Agency must define, in agreement with the **CNVR**, the criteria for the creation of the **National Research Registry**, the objective is to integrate the two projects and arrive at a comprehensive proposal to be submitted to the attention of the Ministry of Universities and Research.

**Accreditation and monitoring of doctoral programmes (2026–2028).** Following the phase of extension and consolidation of doctoral-related activities initiated in the previous programming cycle, in the period 2026–2028 ANVUR will focus its action on strengthening the **accreditation** and **monitoring** of programmes offered by universities and AFAM institutions. To this end, the Agency will systematise periodic verification of **requirements**, analysis of **learning outcomes** and of **the professional placement** of PhD graduates. Indicators and analytical tools will be developed and refined to monitor more systematically the quality of doctoral pathways and their impact on the research system and the labour market, enhancing the collaborations already established with ISTAT, AlmaLaurea and other institutional stakeholders. The information collected, including data on doctoral candidates' satisfaction, will constitute a stable knowledge base to support improvement actions and public policies on doctoral education.

## EVALUATION OF UNIVERSITIES

In the three-year period, ANVUR will strengthen the **university accreditation** system by updating and **simplifying protocols** (including those for distance learning), reorganising the composition of the Evaluation Expert Commissions (CEV) and evaluation panels, and making the **TECO** tests (TEst sulle COmpetenze trasversali e disciplinari) a mandatory tool, progressively extended to the entire educational offer in order to measure the effectiveness of Study programmes. In parallel, the periodic accreditation of initial training pathways for secondary school teachers will be implemented, and the accreditation of Schools of Advanced Studies, as well as University Schools and Colleges of Advanced Studies, will be extended and consolidated through site visits and targeted follow-up activities.

**Adaptation of protocols for the initial accreditation of new Study programmes and the periodic accreditation of universities (2026).** In 2026, ANVUR will follow up on the phase of evolutionary maintenance initiated in the previous three-year period, intervening on the protocols for the initial accreditation of new Study programmes and for the periodic accreditation of university sites. The intervention will take into account the evolution of the **AVA** models and the critical issues and good practices that emerged in the previous three-year period, as well as the recommendations formulated by international bodies (WFME, ENQA, EQAR). The objective is to further refine the methodologies adopted, **give greater weight to periodic accreditation** and significantly **simplify initial accreditation**. In this regard,

it should be recalled that the amendment to Presidential Decree No. 76/2010 provides that the initial accreditation of programmes is limited solely to the verification of teaching staff and structural requirements. During the year, 20 periodic accreditation visits will be carried out.

**Verification of examinations for distance learning programmes (2026–2028).** In 2026, in coherence with the national guidelines on distance learning provision (Ministerial Decree No. 1835/2024), ANVUR will initiate activities to **verify examinations of distance learning** programmes, with the aim of **strengthening the integrity, transparency and comparability** of assessments. The Agency will need to carry out a comprehensive collection of information on the organisation of distance examinations and the venues where they are held, also taking into account the regulations adopted pursuant to Article 5 of the above-mentioned Ministerial Decree No. 1835, and consequently develop guidelines to be used for the verification of examination procedures, which will also be useful for the purposes of periodic accreditation of Study programmes. In particular, the Agency will define a programme of visits aimed at obtaining a comprehensive overview of how examinations are conducted in approximately 160 predominantly or fully distance learning programmes, verifying the correct application of rules concerning organisation, identification and traceability, supervision, etc., with the objective of reducing inconsistencies in implementation and strengthening the quality of the distance education system.

**Reorganisation of the procedures for the composition of the CEV and Panels (including the extension of selection through a web-based interface – PNRR project) (2026).** During 2026, the Agency will reorganise the **procedures for the selection and composition** of the Evaluation Expert Commissions (**CEV**) and panels, also making use of the digital platforms developed within the framework of PNRR projects. The objective is to make the evaluation process more efficient through the establishment of more stable expert panels with **biennial rotation**, while ensuring disciplinary representativeness, gender balance and the presence of international experts.

**Mandatory introduction of the TEst sulle Competenze (TECO) (2026–2028).** Following the phase of reorganisation and redesign of the **TECO programme**, in the three-year period 2026–2028 ANVUR will be engaged in completing the transition of the test from a voluntary initiative to a **mandatory tool**, in implementation of the mandate received with Ministerial **Decree No. 773/2024** and reiterated in the text of the reform of Presidential Decree No. 76/2010. Starting from the academic year **2026/27**, TECO will be progressively extended to all university Study programmes and integrated into periodic accreditation procedures, with an initial priority application in disciplinary areas that have gained greater experience in experimentation, particularly the health area. ANVUR will promote a structured dialogue with academic communities and institutional representatives in order to accompany the full implementation of TECO tests with adequate sharing of objectives, modalities of use of results and measures to mitigate unintended effects. The Agency will define and fully implement protocols for the design, administration and analysis of the tests, as well as the ways in which results will be used for course improvement and for public reporting on the competences actually acquired by students. In this perspective, TECO will become a structural element of the system for **monitoring the quality of the educational offer and for**

**periodic accreditation.**

**Periodic accreditation of initial training pathways for secondary school teachers (2026–2028).** In the three-year period 2026–2028, ANVUR will be engaged in the full implementation of the model for the periodic accreditation of **initial training pathways** for secondary school **teachers** offered by universities and AFAM institutions. Activities will focus in particular on **verifying** the maintenance of initial **requirements**, the coherence between training activities, traineeships and the expected professional profile for teaching in secondary schools, as well as the analysis of the outcomes of final assessments. This is an activity of utmost importance, which will also be carried out in collaboration **with SAFI – Scuola di Alta Formazione dell'Istruzione**.

**Initial and periodic accreditation of Schools of Advanced Studies, and of University Schools and Colleges of Advanced Studies (2026–2028).** Building on the guidelines and evaluation protocol defined in the previous programming period, which allowed the launch of the first visits to Schools of Advanced Studies and the initial accreditation of more recently established institutions, in the three-year period 2026–2028 ANVUR will extend and consolidate the activities of initial and periodic accreditation of **Schools of Advanced Studies**, as well as **University Schools** and **Colleges of Advanced Studies**. With regard to initial accreditation, evaluations will be carried out for the *Scuola Superiore Meridionale* and the *Centro per gli Alti Studi della Difesa (CASD)*.

## **EVALUATION OF AFAM INSTITUTIONS**

In the three-year period, ANVUR will strengthen the **evaluation** of AFAM institutions by updating and streamlining protocols and procedures in coherence with the **MUR Regulation on the planning and evaluation of the AFAM system** (expected to be issued shortly), by verifying the quality of the educational offer and governance arrangements, and by reorganising the training of evaluators to take account of the specific features of the sector. In parallel, and in line with MUR orientations, the classification and census of **artistic and musical research outputs** will be launched, in order to provide a solid information base on which to build future, dedicated AFAM research evaluation exercises.

**Reorganisation of expert training activities (2026).** In 2026, ANVUR will systematically reorganise the **training activities for experts** involved in AFAM accreditation and evaluation processes. Distinct yet coordinated pathways will be designed for **academic profiles** and for **artistic and professional profiles**, so as to adequately reflect the plurality of competences required in the sector. Training programmes will be aimed at ensuring in-depth knowledge of the specific features of the AFAM system, applicable national and international standards, and the evaluation tools used by the Agency, thereby strengthening homogeneity, methodological rigour and alignment with international best practices. In this way, training will become a structural element of the continuous improvement of evaluation processes and of the overall credibility of the accreditation system. With the same aim of ensuring high levels of qualification of experts involved in evaluation activities, periodic update and exchange meetings promoted within the framework of the **AFAM Evaluation**



**Boards Network** will continue.

**Classification and census of research outputs (2026).** In 2026, in coherence with the preparatory activities launched from 2024 at the initiative of the MUR in view of a possible Research Quality Evaluation for the AFAM sector, ANVUR will make itself available to launch, in a structured manner, the **classification and census of artistic and musical research outputs**. This activity necessarily requires a shared model for the classification of output types—already initiated within a working group promoted by the MUR, with the involvement of ANVUR and CNAM—and the development of an IT platform through which all AFAM institutions will be able to enter and update their outputs. The objective is to build, over the three-year period, a solid and inclusive information base capable of capturing the specific features of the artistic, cultural and scientific production of AFAM institutions.

**Evaluation of AFAM institutions (2026–2028).** In 2026, ANVUR will focus particular attention on **statified AFAM institutions**: this evaluation is necessary to enable the MUR to assess institutions three years after their statification. Activities will be aimed, in particular, at verifying compliance with the requirements relating to structural, staffing and financial resources, also following on-site visits. In addition to this demanding activity, particular care will also be devoted to **monitoring** the measures adopted by **institutions already evaluated** in response to conditions and recommendations formulated in previous evaluations, with the objective of accompanying the transition towards governance, management and reporting models increasingly aligned with those of the university system, while respecting the specific features of the sector.

**Revision of evaluation protocols and procedures in relation to the MUR Regulation on planning and evaluation (2026–2028).** Activities relating to the comprehensive evaluation of the AFAM system remain contingent upon the effective adoption by the MUR of the **Regulation** on system planning and evaluation. After strengthening, in recent years, the evaluation and accreditation activities of non-state institutions and AFAM programmes, the objective is to arrive at a **single model of periodic evaluation** for both **state and non-state institutions**. Within this framework, the Agency has already initiated a review of its protocols and procedures, in order to ensure a unified framework coherent with international ESG standards. The continuation of the review process will be accompanied by structured consultation moments with AFAM institutions and their representative bodies, with the aim of ensuring shared objectives, operational feasibility of the new tools, and a progressive convergence towards clear quality standards recognised at system level.

## OTHER ACTIVITIES OF INSTITUTIONAL RELEVANCE

In the three-year period 2026–2028, ANVUR will strengthen its commitment to defining internal Guidelines for the responsible use of **Artificial Intelligence (AI)** in support of administrative activities, data analysis and evaluation. The new Guidelines for the reports of the **Evaluation Boards (NUV)**, together with closer coordination with them, are also expected to facilitate evaluation activities and, above all, monitoring.

**Guidelines on the use of AI in the Agency's activities (2026).** ANVUR will develop **Guidelines**

for the use of **artificial intelligence** in support of **evaluation processes and internal activities**, with particular attention to ethical aspects, transparency and the protection of personal data. The Guidelines will define fields of application, methodological safeguards and requirements for **human supervision**. Building on experiences already gained (e.g. reviewer-output matching), further activities will be developed and new pilot initiatives launched, aimed at creating automated tools for administrative activities and for analysing and improving the preparatory phases leading to evaluation reports. About AI, follow-up actions will also be taken in the context of dialogue and consultation with the Data Protection Authority, AGID and ACN, in relation to the provisions of the European AI Act and Italian Law No. 133/2025 on artificial intelligence.

**New Guidelines for the drafting and structuring of Evaluation Boards' reports, also in support of ANVUR monitoring activities (2026).** ANVUR will develop new **guidance** for the drafting of **reports by university and AFAM Evaluation Boards**, with the aim of making them more homogeneous, concise and evidence oriented. The Guidelines will specify structure, minimum content, reference **indicators** and procedures for document submission, to facilitate their use in the Agency's monitoring activities. This will help strengthen the role of the NUV as central actors within internal quality assurance systems, in **coordination with ANVUR**.

**Presentation of the Biennial Report and the Disability Report (2026–2027).** In the first months of 2026, ANVUR will organise the public presentation of the **2025 Biennial Report**, the **Disability Report** and, together with ACN, the White Paper on research in the field of **cybersecurity**. These documents will be presented through institutional events and **dissemination** initiatives addressed to universities, AFAM institutions, research bodies, institutional decision-makers and stakeholders, to promote their wide use as knowledge tools and support for system policies and planning. Activities for analysing system data and drafting the Biennial Report will then continue in 2027, with the aim of further expanding the thematic areas covered by the Agency's evaluations and studies.

**University System Dashboard (2026–2027).** Following its launch in 2025, the **University System Dashboard** represents the open tool made available by ANVUR to all users for analysing and studying data on the Italian university system. The public version, available on the Agency's website in Italian and English, will be progressively enriched with new data and indicators and, above all, further **developed** in terms of **structure, graphics and usability**, to make searches and visualisations simpler, faster and immediately understandable.

**Evaluation of interventions in support of students financed by the MUR through PNRR resources (2026–2027).** In the two-year period 2026–2027, in implementation of the provisions set out in the previous programming cycle and at the request of the Minister, ANVUR will launch a systematic **evaluation** of the **effectiveness of interventions** financed through **PNRR** resources in support of **students** (guidance, tutoring, wellbeing services, scholarships, accommodation) in universities and AFAM institutions. The objective will be to measure the impact of these measures on study conditions, the quality of services provided and the system's capacity to respond to students' needs.

**Preparation of analysis and evaluation reports within the framework of collaboration agreements with other bodies (2026–2028).** Over the three-year period, the Agency will produce analysis and evaluation reports on specific topics developed in collaboration with other bodies. This is an area of activity for the Agency that is also envisaged by the new



Presidential Decree No. 76/2010 within the framework of possible **agreements** with other **public and private bodies**. ANVUR will make its data assets and methodological expertise available, ensuring independence, scientific rigour and transparency in the reporting of results.

## INTERNAL ORGANISATION

In the three-year period, ANVUR will strengthen its internal organisation by updating the **Gender Equality Plan**, consolidating and formalising its **internal quality assurance system** (also through the implementation of new digital platforms), and further enhancing **institutional communication**, with a clearer and more recognisable visual identity. At the same time, it will complete the recruitment plan, ensure personalised **training** pathways for all staff (with particular attention to digital and evaluation-related skills), and update its **regulatory framework**, adapting it to legislative developments, to the requirements of international QA bodies, and to new organisational and working models.

**Update of the Gender Equality Plan (2026).** In 2026, ANVUR will update its **Gender Equality Plan**, in coherence with European and national legislation and with best practices in the public sector. The update will include a revision of objectives, the introduction of new monitoring indicators, and the definition of specific actions to promote **gender equality** in terms of access to positions of responsibility, training, work-life balance, and the prevention of discrimination and harassment.

**Communication and outreach activities (2026).** During 2026, ANVUR will continue to maintain its **bilingual** institutional **website** and its **multichannel** communication strategy, making integrated use of the web portal, social media channels, **newsletters, webinars and institutional events**. The objective will be to make the Agency's action increasingly clear, accessible and recognisable to universities, AFAM institutions, research bodies, national institutions and international partners. The first quarter of 2026 will represent a particularly significant moment, as the publication of ANVUR's Biennial Report, the Final Report on activities carried out in collaboration with ACN – *Agenzia per la Cybersicurezza Nazionale*, and the Disability Report will give rise to institutional events and relevant communication activities aimed at scientific dissemination.

**New regulatory framework of ANVUR (2026).** Finally, during 2026 ANVUR will oversee the updating of its internal regulatory framework, with reference to the implementing **regulations of the new Presidential Decree No. 76/2010**. The amendments will be aimed at adapting the Agency's structure to the ongoing revision of the Regulation on its organisation and functioning, to the requirements of international QA bodies, and to the organisational transformations underway (new digital processes, new ways of working). The process will be accompanied by internal consultations and appropriate information activities for staff.

**Internal QA system (e.g. platforms for monitoring the progress of evaluation processes,**

**management of Governing Board resolutions) (2026–2027).** In the two-year period 2026–2027, ANVUR will proceed with the operational implementation of **its internal quality assurance system**. This system will complete the framework initiated in 2025 with the **Manual of Evaluation Procedures**, extending formalisation—hitherto limited to external processes—to the internal dimension of the Agency as well. In this perspective, attention will be devoted to two areas of internal QA. The first will focus on the management of internal administrative and evaluation processes, through **digital tools** dedicated to monitoring **procedures**, with particular reference to tracking the progress of evaluation activities and managing resolutions of the Governing Board. The second will focus on the management of evaluation processes involving external experts and on the procedures for formulating opinions and judgements. The objective is to enable greater **standardisation** and documentation of **procedures**, to the benefit of **transparency** towards stakeholders and organisational **efficiency**; this will also facilitate reporting to international bodies (ENQA, EQAR, WFME) and to the MUR, ensuring full coherence between the Agency's internal practices and national and international quality standards.

**Staff recruitment (2026–2028).** Over the three-year period, ANVUR will be engaged in **completing** the plan to strengthen its **staffing levels**, following up on recruitment procedures already launched and addressing in a targeted manner the gap between formal staffing levels and personnel actually in service. Particular attention will be devoted to balancing professional profiles across the different areas of activity, in order to ensure adequate coverage of all the Agency's institutional functions. New hires will be supported by structured **induction and mentoring** pathways, aimed at facilitating integration into organisational structures, fostering the transfer of competences and enhancing incoming profiles, thereby contributing overall to strengthening ANVUR's operational capacity and continuity of administrative action.

**Individual training pathways for staff (2026–2028).** In the three-year period 2026–2028, ANVUR will continue its policy of **investment in staff competences**, ensuring for each unit an adequate volume of annual training within personalised pathways. Training programmes will continue to focus on strategic areas such as **artificial intelligence** and **digital tools**, the **English language**, administrative procedure regulations, evaluation methodologies and the development of **soft skills**, complemented by modules dedicated to data analysis and planning. International and inter-institutional training experiences will also be promoted, including in connection with **staff mobility** activities, in order to foster exposure to different contexts and practices and to strengthen the Agency's capacity to operate within an increasingly European and global framework.

A final element that must necessarily be recalled in this Programme is the commitment that the Agency requests from the Ministry of Universities and Research to give full effect to what is already provided for by legislation, namely the full **alignment of the remuneration of non-managerial staff** with that of MUR staff. During 2025 this issue was not resolved; it is hoped that in the first months of 2026 this inequitable disparity may finally be remedied.

## CONCLUSION

In a context of rapid evolution, marked by continuous challenges for the higher education and research system, ANVUR reaffirms its role as an institution serving the country, with the aim of supporting the improvement of quality and the international competitiveness of the system.

In the early years of the Agency's activity and, in particular, over the past **six years** of the mandate of the current Governing Board, **progressive innovations** have been introduced in the processes for the evaluation of teaching, research and knowledge valorisation.

The results-oriented approach has been accompanied by increasing attention to the **quality of the processes** that generate those results, while comparison with **international experiences and standards** has made it possible to adopt methodologies capable of strengthening the ability of Italian institutions to compete at European and global level. The improvement pathway, however, requires further steps, also through a more incisive **simplification** of evaluation procedures, to make them more effective, proportionate and sustainable.

In this direction, ANVUR is committed to acting with a sense of responsibility and loyal cooperation with the Ministry of Universities and Research, in the hope that the joint action of all actors in the system will be oriented towards raising the quality of educational pathways and enhancing the specific nature of higher education, which finds in research a distinctive element. With a strategic vision based on **innovation** and **collaboration** with institutions and **stakeholders**, the Agency intends to consolidate its role as a guarantor and promoter of an academic and research system capable of responding effectively to the needs of society.