

The following is an unofficial translation of the Italian official version.

STATUTE OF THE UNIVERSITY OF PAVIA

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Section 1

General principles

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Art. 1

Institutional objectives

1. The University of Pavia, hereinafter referred to as the University, is a public institution, a primary seat of free research and free training within the framework of its own organisation. In the wake of its solid tradition as a multidisciplinary university, it is a place for the processing, transmission and critical acquisition of knowledge; organically combining research and teaching, it organises and develops scientific research, and ensures and coordinates teaching activities on the basis of the cultural and professional preparation of its students.

2. Within the framework of these objectives and in accordance with its centuries-old European and international vocation, the University promotes and implements forms of collaboration with other universities, with national and supranational institutions, with public and private entities, with national and international centres of culture and science, through programme agreements, for the achievement of each goal that contributes to the cultural, scientific, technological and economic development of the country.

Art. 2

Guiding principles

1. The University recognises and guarantees freedom of research and teaching as a fundamental expression of the freedom of thought, as a tool that is essential to the advancement and dissemination of culture, and as a necessary means for the achievement of its institutional purposes, in accordance with the principles of autonomy.
2. The University acknowledges the importance of the participation of members of the academic community in its institutional life, while respecting the roles and responsibilities of each individual.
3. The University provides access to scientific, teaching and administrative services in accordance with the provisions of this Statute, and with no discrimination.
4. The University encourages the assertion of its own identity as a community of teachers, technical and administrative staff, and students, and it is committed to creating an environment of study, research and services, the purpose of which is the education of the young, as individuals and future professionals, as well as the progress of science and knowledge.
5. The University operates its own choices as regards didactic and scientific programming, based on rigorous and transparent processes of assessing the activity of individuals and structures through the competent bodies.
6. The University promotes its international dimension by means of teacher and student mobility, integrated programmes of study, initiatives involving inter-University cooperation for study and research, and the activation of lessons and study courses in foreign languages.
7. The University promotes gender equality in the structure of its administration.
8. In keeping with its history, the University affirms the residency of students and teachers as an essential value in the process of education and training; it recognises the fundamental role of University colleges, both public and legally recognised colleges, including historic halls of residence; it promotes cooperation with them, including through ongoing consultation.

Art. 3

Set up and organisation

1. The University has full scope as regards public and private law, which it carries out in the pursuit of its own institutional objectives.
2. The University performs a public service inspired by the principles of quality, managing its autonomy with responsibility and relying on the simplification of organisational processes, on transparency and on accessibility of information, also with the aim of encouraging widespread forms of control; it sets out its activities on the criteria of efficiency, efficacy, cost effectiveness, promotion of merit, also on the basis of the best experience disseminated nationally and internationally, in regard to and with a view to the pursuing of objectives and directions that are strategic for the University system, as defined at international, national and university levels.
3. Verification of the application of the criteria referred to in the preceding paragraph, in teaching, in research and in services, is implemented by means of control, reporting and evaluation. The policy regarding the allocation of resources is linked to the results of the evaluation.
4. The University adopts its three-year programme, and the related multi-year budget, as an instrument for governing its institutional activities, in accordance with current legislation and with the principles of autonomy and responsibility of the bodies referred to in Section 3.

5. All scientific and educational facilities, as well as services and organisational structures, are part of the process of planning, monitoring, reporting and evaluation, according to the indicators established at international, national and university levels.
6. The University may enter into contracts and agreements, as well as participate in other forms of association; it may also accept contributions and grants for the carrying out of institutional activities and services.
7. Participation in the government of the University is regulated by the University organisation and the present Statute.

Art. 4

Code of Ethics and guarantee institutions

1. The University has adopted the Code of Ethics of the University community.
2. The Code of Ethics, in accordance with the fundamental values of the University community, promotes recognition and respect for individual rights and the acceptance of duties and responsibilities towards the University. The rules are designed to prevent all forms of discrimination and abuse, and to regulate cases of conflict of interest and intellectual property rights.
3. In case of the violation of the Code of Ethics, the Guarantee Commission, established by the Code of Ethics, may ask the Chancellor to propose the adoption of the following measures to the University Senate: private reprimand; behavioural reproach with the lodging of documents in the personal file of the person concerned in cases of serious or repeated breaches of the provisions of the Code of Ethics.
4. Where conduct also includes a disciplinary offence, the jurisdiction of the appointed bodies relating to disciplinary proceedings pursuant to art. 10 of Law no. 240/2010 prevails.
5. A Guarantee Commission has been set up to ensure equal opportunities, for the enhancement of the well-being of those who work, and for the fight against discrimination, its structure and responsibilities being laid down in the general rules.
6. The structure and the manner of the operating of the aforesaid guarantee institutions, as well as that of the Guarantor of Student Rights mentioned in Article 7, shall be governed by the appropriate University regulations in accordance with current legislation.

Art. 5

Educational Services, subsidies and supplementary activities

1. The University, as an autonomous body and in accordance with national legislation, can activate courses of study for each of the levels established by current law, PhD courses, training courses, internships and refresher courses that offer certification, as well as educational services that are supplementary to those provided for by mandatory law, even in collaboration with institutions and with public and private entities.
2. The University promotes collaboration with the University colleges of Pavia for the integration of its educational offer.
3. The University may, in addition to the measures provided by law, institute awards and scholarships for deserving students, graduates, and PhD candidates; establish rewards for scientific industriousness and offer incentives, including financial, for the constant improvement of the quality of teaching and for research and services; grant aid to enable the exchange of teaching staff, research associates, technicians and students with other Italian or foreign universities, according to the rules established in the General Regulations of the University.
4. The University may implement and manage, even directly, logistical structures for the hospitality of teaching staff, research associates, technicians and students included in programmes of national and international collaboration and mobility, as well as of students receiving post-graduate training; it may also promote and manage, even directly, all such initiatives aimed at implementing the right to higher education.

5. The University promotes and supports recreational activities, sports and the socialisation of students and University staff, as well as cultural events, including collaboration with other institutions or public and private bodies.

Art. 6

Dealings with organisations and institutions

1. The University recognises the need for collaboration with the regional administration, with local bodies and institutions, in accordance with their autonomy and objectives, for the cultural, social and economic development of the local area.
2. The University promotes, either independently or through collaboration with other institutions, the establishment of independent ethics committees or commissions of scientific and technical activity in which the provision of assistance or biomedical research renders this appropriate.
3. The University maintains institutional relationships with associations and public or private organisations in order to update its curricula and to promote the integration of its graduates into the workforce.
4. The University promotes relations with other universities and institutions of culture and national and international research, first and foremost the University Institute of Advanced Studies of Pavia; it fosters relationships with public and private institutions and those of the tertiary sector, with social formations, and with businesses and other productive forces, in as much as they represent instruments for the dissemination and exploitation of the results of scientific research, an opportunity for the verification and enrichment of their own knowledge and an occasion for growth in the academic and professional training of students and staff.

Art. 7

Guarantor of student rights

1. The Guarantor of Student Rights ensures, in the interest of and at the request of students, the correct application of legislation relating to education, the right to study and study courses, as required by law.
2. The Guarantor, at the request of students, also ensures that necessary measures are taken to protect student representation on the academic bodies, with special emphasis on access to administrative documents, in accordance with the law and necessary to fulfil the mandate.
3. The Guarantor, whose tenure lasts three years, is appointed by the Academic Senate on the basis of a proposal made by the Chancellor.
4. The appointment of the Guarantor is made from individuals external to the University whom, in terms of training and proven experience, provide assurances of legal-administrative competence and impartiality and independence of judgment.
5. The Guarantor submits to the Academic Senate an annual report on the activities undertaken.

Section 2

Central Administration

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Art. 16 – (Evaluation Unit)

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Art. 8

The Chancellor

1. The Chancellor is the legal representative of the University and provides guidance, initiative, and coordination for scientific and educational activities, assuming the responsibility for the achievement of the University objectives according to quality criteria and in accordance with the principles of effectiveness, efficiency, transparency and the promotion of merit.

2. The Chancellor:

- a) convenes and presides over of the Academic Senate and the Governing Board, guaranteeing to each body the most extensive, most timely and most transparent information concerning the activities of the other and ensuring the implementation of their respective resolutions;
- b) issues the Statutes and Regulations that fall within his/her competence;
- c) submits to the Governing Board the three-year programme for the University, the annual and three-year budget, the final accounts and any other document required by law that concerns annual or multi-year planning, taking into account the opinion of the Academic Senate;
- d) proposes to the Governing Board the appointment of the Director General, after consultation with the Academic Senate;
- e) enters into agreements and contracts for which the Statute and regulations do not establish a different jurisdiction;
- f) convenes, at least every two years, a University Conference open to all members, to illustrate the activities, programmes and perspectives of the University;
- g) monitors, even by means of proxy, the operation of University facilities and services for the purposes of adopting organisational policies that improve their quality and efficiency, providing appropriate indications to the Director General;
- h) exercises supervisory authority, and initiates proceedings for violations of the code of ethics and for disciplinary proceedings against professors and researchers;
- i) imposes disciplinary measures that do not exceed the censure;
- j) undertakes actions reserved by law to his/her own authority;
- k) performs any other assignment required of him/her by law, by the Statute and by regulations of the University, and all other functions not expressly attributed to other statutory bodies.

3. The Chancellor assumes by decree, for reasons of urgency, proceedings normally under the jurisdiction of the Academic Senate and the Governing Board, when the immediate convocation of these bodies is not possible. The decree is subject to ratification by the relevant body at its first successive session, to be held no more than thirty days from the issue of the decree.

4. The Chancellor appoints, by decree, a Deputy Chancellor from professors in full-time service, who replaces him/her in the case of absence or impediment in all his/her functions and whose signature validates the Chancellor's absence or incapacity. The Deputy Chancellor participates, without the right to vote, in meetings of the Academic Senate and the Governing Board chaired by the Chancellor, and also exercises the functions delegated to him/her by the Chancellor. The Deputy-Chancellor also performs the duties of the Chancellor in the event of the early termination of office and performs this role until a new Chancellor is elected. The office of Deputy Chancellor may be revoked by the Chancellor and is incompatible with any other office of the University and its institutional bodies.

5. In the performance of his/her duties, the Chancellor may avail himself/herself of Deputy-Chancellors and Delegates chosen from the professors of the University and appointed by a decree in which the tasks and areas of expertise are defined. Deputy-Chancellors and Delegates answer directly to the Chancellor as regards their work. In matters relating to fields of competence, the Deputy Chancellors and Delegates, on the proposal of the Chancellor, may be part of the investigative commission of the bodies of the University and may be invited to meetings of the Academic Senate and the Governing Board. The Deputy-Chancellors may have proxy for the

signing of documents related to their respective areas of expertise. The functions of Deputy-Chancellor and Delegate are incompatible with membership of the Academic Senate and the Governing Board; the offices of Deputy-Chancellor and Delegate may be revoked by a decree from the Chancellor, and, in any case, once the Chancellor who ordered the appointment terminates his/her period in office.

6. The Chancellor, whose mandate is not renewable, holds office for six years.

Art. 9

Election of the Chancellor

1. The Chancellor is elected from senior, full-time professors employed by the University of Pavia or by another Italian University.

2. The electorate is made up of:

- a) tenured professors and researchers;
- b) student members of the Academic Senate, Board of Administration and Department Boards;
- c) student members of Department Boards, considering 50% of validly-expressed votes, rounded upwards;
- d) technical-administrative personnel, considering 25% of validly-expressed votes, rounded upwards;
- e) research grantholder representatives on Department Boards.

3. The rules and procedures of the election are established in the University's General Regulations.

4. Candidates for the role of Chancellor should indicate in their manifesto the selection criteria for nominating Administration Board members who do not hold University positions, in accordance with the provisions established in Law n. 240/2010, article 13, paragraph 1.

Art. 10

Academic Senate

1. The Academic Senate exercises all powers relating to the programming, the development, the coordination and the evaluation of teaching and research activities in compliance with the powers of the Departments, the Faculties, the Evaluation Unit and the Governing Board.

2. The Academic Senate, in particular:

- a) approves, with the absolute majority of its members, the Statute and the General University Regulations and any amendments thereto;
- b) approves, with the prior approval of the Governing Board, the Code of Ethics, regulations concerning calls for researchers and professors, and regulations relating to teaching and research activities, including those pertaining to the Departments and Faculties;
- c) delivers to the Board its mandatory opinion on the annual and three-year budget, on the final balance, and on the three-year plan for construction;
- d) establishes the criteria for the three-year evaluation of teaching duties, research and teacher management, also with the aim of defining salary increments on the part of the Governing Board;
- e) determines, to the degree applicable, the criteria for entering into contracts and agreements, and the implementation of national and international cooperation programmes;
- f) expresses binding opinion on the appointment of the Director-General;
- g) appoints, on the basis of a proposal made by the Chancellor, the Guarantor of Student Rights;
- h) resolves, upon the proposal of the Chancellor, violations of the code of ethics that do not fall within the competence of the Disciplinary Board;
- i) undertakes any action, within the limits established by law, by the Statute, and by the regulations of the University.

3. The Academic Senate, in its activity of coordination, momentum and rationalisation, makes proposals and expresses opinions on teaching, research and student services, taking into account proposals outlined by the Departments in their development plans, also with reference to the University's three-year planning document. In particular:

- a) it expresses its binding opinion on the activation, modification or cancellation of courses and locations to the Governing Board;
 - b) it proposes to the Governing Board the activation, modification or closure of Departments and Faculties and, in the case of the activation or modification of Departments, evaluates the adequacy of the number of teachers and the relevance of the scientific sectors represented in them and gives, in the case of Faculties, the favourable opinion of the Departments involved;
 - c) acting on a proposal put forward by the Departments, or on a proposal from the Faculties after consultation with the Departments involved, establishes the Didactic Committees referred to in Article 30;
 - d) it approves the request for a member of the teaching staff to be transferred from one Department to another, once the opinion of the Departments concerned has been obtained;
 - e) it expresses to the Governing Board mandatory opinion on the criteria for the allocation of resources to be used in teaching and research;
 - f) it delivers to the Governing Board mandatory opinion regarding proposals to initiate proceedings for the call of researchers and tenured professors made by the Departments with adequate justification;
 - g) it delivers to the Governing Board mandatory opinion regarding proposals formulated by the Departments calling for researchers and tenured professors.
4. The Academic Senate may establish committees for the study and investigation of questions relating to specific matters, as well as University consultative commissions regarding research and teaching.
5. The Academic Senate, with a majority of at least two thirds of its members, may propose to the electorate a motion of no confidence in the Chancellor, in the form set out by the General Regulations of the University, if at least two years have elapsed since the beginning of his/her mandate.
6. The Director-General, albeit without the right to vote, participates at meetings of the Academic Senate at which he/she also performs the role of secretary.
7. The Academic Senate holds office for three academic years, except for the student representatives, whose term lasts two years. Its members may be re-elected consecutively once only.

Art. 11

Composition of the Academic Senate

1. The Academic Senate consists of the Chancellor, twenty-one tenured professors including temporary researchers, two representatives elected by the technical and administrative staff, and five representatives elected by the students, one of whom is enrolled in a PhD programme and four of whom are enrolled in Bachelor courses or Masters courses.
2. The teaching staff representatives are elected by three electoral colleges corresponding to the three macro-areas defined by the General Regulations of the University, to the extent of seven senators for each college. For each macro-area, the following conditions must be jointly met: the election of at least one representative from each scientific discipline of the University where the macro is divided; the election of at least one tenured professor, an associate professor and a researcher; the election of at least three, and no more than four, Department directors.
3. With the exception of Department directors, the election of teaching staff representatives is preceded by a formalisation of candidacies. Election procedures for members of the Academic Senate are governed by the General Regulations of the University.

Art. 12

Governing Board

1. The Governing Board performs functions of strategic guidance and supervises the financial sustainability of University activities.

2. The Governing Board, in particular, subject to obligatory approval by the Academic Senate:
- a) approves, on the basis of a proposal made by the Chancellor, the annual and three-year budget, the final balance, the three-year planning document, the three-year plan for construction and any other document required by law that concerns annual or multi-year planning;
 - b) adopts the University Regulations for administration, finance and accounting;
 - c) appoints the Director General, on the basis of a proposal made by the Chancellor;
 - d) approves proposals, made by Departments with appropriate motivation, to initiate the procedure for the call for researchers and tenured professors;
 - e) approves proposals for the call for researchers and tenured professors made by the Departments;
 - f) decides on the activation, modification or cancellation of courses and locations.
3. The Governing Board also:
- a) acts on the proposals put forward by the Academic Senate regarding the activation, modification or closure of Departments and Faculties;
 - b) after formulation by the Academic Senate of the criteria to be used, sanctions salary increments for teaching staff on the basis of the three-year evaluations of teaching duties, research and management commitments transmitted by the Evaluation Unit;
 - c) adopts measures relating to fees and contributions payable by students;
 - d) takes disciplinary action or arranges for the archiving of cases against professors and researchers;
 - e) approves contracts and agreements reserved to its jurisdiction under the law;
 - f) undertakes any action reserved to its jurisdiction by law, the Statute and the University regulations.
4. Without prejudice to the compensation and remuneration payable under current legislation and the competence in this matter reserved to other bodies, the Governing Board, in consultation with the Board of Auditors, identifies the individuals and the positions to which to attribute compensation and remuneration, within the limits established by law and compatible with the available financial resources.
5. The Governing Board holds office for three academic years, except for the student representatives, whose term lasts two years. Its members may be re-elected consecutively once only.
6. The Director General, albeit without the right to vote, participates in meetings of the Governing Board at which he/she also performs the role of secretary.

Art. 13

Composition of the Governing Board

1. The Governing Board is made up of the Chancellor, who presides; three external members, Italian or foreign, who have not held positions at the University in the three years preceding their appointment nor will do so for their entire term of office, and who have been appointed by the Chancellor after having received the mandatory opinion of the Academic Senate, which is expressed following verification that the requirements referred to in paragraph 2 have been met; two representatives elected by students; five members of the University community chosen by the Academic Senate after verification that the requirements referred to in paragraph 2 have been met and after having prepared a short-list of names comprising twice the number of members to be appointed, including representatives of the teaching staff and the technical-administrative staff who, following the publication of a public notice, have submitted an application accompanied by appropriate curriculum.
2. The three external members and the five members who are in the employ of the University must possess proven experience in the field of management or a high level of professional experience, which can have been gained in cultural institutions or institutions of research and higher education, with a necessary emphasis on cultural and scientific qualifications.
3. Each member of the Governing Board is guaranteed respect for the constitutional principle of equal gender opportunities as regards access to public office.

Art. 14

Incompatibility and forfeiture

1. Members of the Academic Senate and the Governing Board may not fulfil functions or hold positions on boards of the University or its instrumental bodies by delegation of the Chancellor, with the exceptions of the Chancellor himself/herself on the Academic Senate and the Governing Board, and that of the directors of the Departments with respect to the Senate.
2. Members of the Academic Senate and the Governing Board may not be members of the Board of Auditors, the Evaluation Unit or the Disciplinary Board, nor can they take on the role of director or chairman of Schools of Specialisation or be members of their relative Board of Directors.
3. Members of the Academic Senate and the Governing Board, including the Chancellor himself/herself, for their entire term of office, may not hold positions of a political nature or the office of Chancellor or become a member of the Governing Board, the Academic Senate, the Evaluation Unit or the Board of Auditors, at other Italian universities, whether public, private or online/distance-based, nor may they perform functions related to the planning, financing and evaluation of academic activities at the Ministry and the ANVUR (National Agency for the Evaluation of the University System and of Research).
4. Members of the Academic Senate and the Governing Board are relieved of their duties if, in the course of an academic year, they are absent from more than forty percent of the assemblies of the body of which they are a member. Such forfeiture is decided by the Chancellor.

Art. 15

Board of Auditors

1. The Chancellor, by means of a decree, appoints a Board of Auditors consisting of three full members and two substitutes defined thus: a full member, with functions of President, elected by the Governing Board, upon the proposal of the Chancellor, from judges of administrative accounting and state attorneys; one full member and one substitute appointed by the Ministry of Education; one full member and one substitute appointed by the Ministry of Economy and Finance.
2. At least two of the full members must be enrolled in the register of auditors.
3. The appointment cannot be awarded to employees of the University of Pavia.
4. The spouse, parent or relative to the fourth degree of current employees of the University or members of the Governing Board cannot be a member of the Board of Auditors, just as whoever is or has been, within the twelve months prior to the appointment, engaged in professional or counselling activities at the University.
5. The Board remains in office for four years. Its members cannot be revoked, except for a serious breach of their duties.
6. The appointment may be renewed once only.
7. The Board of Auditors, in accordance with the University Regulations regarding administration, finance and accounting, supervises the regularity of the University's accounting and financial management, expresses an opinion on the proposed annual and three-year budget, and certifies the correspondence between the final balance and the operating results, drawing up a specific report to accompany the proposal for a decision of the Governing Board. In carrying out these functions, the Board of Auditors monitors compliance with the law and with the Statute and Regulations of the University and respects the principles of correct administration.
8. In relation to the final balance, the Board may express findings and formulate proposals inclined to achieve greater efficiency, efficacy and cost-effective management.

Art. 16

Evaluation Unit

1. The Evaluation Unit is made up of seven highly-qualified members whose curricula are posted on the University website.

2. Four of these are external to the University, appointed from scholars and experts in the area of evaluation, even in a non-academic field. Two student representatives also participate in the meetings of the Evaluation Unit, one from a scientific discipline and the other from the humanities area, who are elected from students enrolled for the first time on Bachelors or Masters degree, or those who are no more than one year behind schedule.
3. The meetings are attended by the head of the supporting structure to the Unit itself, or his/her delegate, who acts as secretary.
4. The members of the Unit are appointed by the Chancellor following consultation with the Academic Senate and the Governing Board.
5. The members of the Unit appoint their own President, who represents them and oversees the implementation of the resolutions adopted.
6. The members of the Unit remain in office for three years, with the exception of the student representatives, whose term lasts two years. They can be confirmed consecutively once only.
7. The Unit works independently from the academic bodies.
8. The Unit promotes the strengthening of the system regarding the self-assessment of the quality and effectiveness of University activities, aided by the Joint Committees referred to in Article 31 of the present Statute.
9. The Unit verifies the quality and effectiveness of the teaching programme, also on the basis of criteria proposed by the Academic Senate and indicators identified by the Joint Committees; it verifies the research activity carried out by the Departments and the adequacy of the scientific or professional curricula of holders of teaching contracts drawn up in accordance with Article 23, paragraph 1 of the Law of 29 January 2011 n. 240; it carries out, in connection with the activities of the ANVUR, the functions referred to in Article 14 of Legislative Decree n. 150 of 27 October 2009.
10. The Unit undertakes any other tasks assigned to it by specific norms.
11. The Evaluation Unit has the ability to access sources of information in the possession of the central offices and peripheral structures of the University, and may request additional information, and may consult, even at their own request, the heads of the various structures.

Art. 17

The Director General

1. The Director General is chosen from among persons with high professional qualifications and proven experience in managerial duties in the public or private sector. The appointment of the Director General, upon the recommendation of the Chancellor after consultation with the Academic Senate, is the responsibility of the Governing Board.
2. The Director General has a fixed-term, private law contract with a duration not exceeding four years; it is, however, renewable. In the case of the appointment of a public servant, he/she is placed on unpaid leave for the duration of the contract.
3. Revocation of the position of Director General is justifiably ordered by the Governing Board for serious misconduct or inefficiency as regards administrative action, after the individual concerned, who has the right to explain his/her reasons, has been notified.
4. The Director General appoints a Deputy Director General from administrative directors of the University, or in the absence of these, from the highest ranking administrative officials; he/she replaces the Director General in case of absence or impediment. The position of Deputy Director General lapses with that of the Director General.
5. Notwithstanding the functions of other academic bodies, the Director General, based on the guidelines provided by the Chancellor and the Governing Board, is responsible for the overall management and organisation of services, of the technical and administrative staff of the University and of instrumental and financial resources.

6. The Director General, being responsible for the legality, impartiality, transparency and sound performance of the University administration, attends meetings of the Academic Senate and the Governing Board with the right to intervene but without the right to vote.

7. In particular, the Director General:

- a) expresses opinions and makes proposals to the governing bodies in relation to matters under his/her own jurisdiction;
- b) handles the overall organisation of resources and of the technical and administrative staff of the University, and is responsible for organisational, administrative, financial and technical management, with the power to implement acts of competence, negotiating and expense, including those of external relevance, expounding a general activity of management, coordination and control;
- c) has independent powers of expenditure within the limits of the budgetary commitments for the achievement of the objectives set by the governing bodies;
- d) submits annually to the Academic Senate and the Governing Board a report on his/her activities and the results achieved as well as an operational plan for the following year as part of the three-year programme, based on the strategic objectives set by the governing bodies and the resources allocated for this purpose;
- e) ensures the implementation of plans, programmes and general guidelines established by the governing bodies, coordinating the activities of directors and those in similar positions and evaluating the results annually;
- f) adopts acts relating to the general organisation of the managerial offices, may delegate the exercise of his/her functions to directors employed at the University for specific needs and within the limits of the law, and determines the remuneration of directors on the basis of position and results, according to the budget approved by the Governing Board and in compliance with the legal provisions in force;
- g) proposes to the Governing Board the comprehensive programme of resources and professional profiles necessary for carrying out the entire administrative and technical activity of the University, including the aim of drafting the three-year planning document;
- h) performs any other task assigned to him/her by law, by the Statute and by the Regulations of the University.

Section 3

Departments and Faculties

Section 3 – Departments and Faculties

- Art. 18 – (The Department)
- Art. 19 – (Responsibilities and organisation)
- Art. 20 – (Duties regarding teaching and resources)
- Art. 21 – (Departmental bodies)
- Art. 22 – (The Department Council)
- Art. 23 – (The Department Committee)
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- Art. 25 – (The Faculties)
- Art. 26 – (Responsibilities and organisation)
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- Art. 28 – (The Executive committee)
- Art. 29 – (The President)
- Art. 30 – (The Teaching Board)
- Art. 31 – (The Joint Committee)

Art. 18

The Department

1. The Department is the primary organisational structure of the University, responsible for the carrying out of scientific research and of teaching and training activities.
2. Each Department is established within one of the three macro-areas defined by the General Regulations of the University and covers, entirely or predominantly, one of the academic fields referred to in Ministerial Decree n. 336 of July 29, 2011, with the possibility of including academic fields from other areas when this is justified by the substantiated needs of scientific research and teaching.
3. The activation, modification or closure of a Department is authorised by the Governing Board upon on the basis of a proposal by the Academic Senate.
4. In setting up or modifying a Department, a list is provided of related academic fields in relation to which the Department is authorised to propose calls for researchers and tenured professors. The same list is reproduced in the regulations of the Department, subject to approval by the Academic Senate.
5. The Department is made up of a number of tenured professors, tenured researchers and fixed-time researchers comprising no fewer than 35 individuals.
6. Each tenured professor, tenured researcher and fixed-term researcher is attached to a single Department, in which his/her academic field is already represented. The request to be transferred to a Department that does not include his/her academic field must be justified on the grounds of substantiated scientific and educational collaboration. The approval of the Academic Senate, in compliance with the request of the Department concerned, may also call for the inclusion of the field in question on the list and in the regulation referred to in paragraph 4.
7. The technical-administrative staff assigned by the Administration to work in a Department is considered to be functionally attached to that Department. The technical-administrative structure of the Department depends on the Director General.

Art. 19

Responsibilities and organisation

1. The Department:
 - a) promotes and coordinates scientific research and those activities, also directed beyond the University, that are related or incidental to it, making available the facilities, services and equipment necessary for the carrying out of the research;
 - b) contributes, on the basis of criteria of rationality and efficiency, towards the organisation of teaching and training activities, also directed beyond the University, in each case assuming the main responsibility for one or more courses including Bachelors courses, I level Masters courses, PhDs, specialisation schools, teaching qualification course (TFA, in Italy) and II level Masters courses, and providing the necessary human, logistic and instrumental resources for the courses and for other didactic structures;
 - c) in relation to the objectives stated immediately above, prepares a three-year development plan with an indication of those academic areas in need of new staff resources, ensuring the sustainability of the training that is offered and adequate coverage for research activity.
2. The Department may independently organise courses, including Bachelor courses, I level Masters courses, PhDs, specialisation schools, teaching qualification course (TFA, in Italy) and II level Masters courses, the teaching of which is to be assigned predominantly to faculty staff from the same Department, by forwarding to the Academic Senate for approval its course programme and any subsequent amendment, and the proposal for the establishment of the relative Teaching Board, as specified in Article 30.
3. The Department has organisational and managerial autonomy, to be exercised in the manner and within the limits set by the General Regulations of the University and those relating to

administration, finance and accounting. The Department may enter into contracts, carry out research and provide services, provided this does not conflict with the institutional goals of the University.

4. The Department regulates the rules of its internal operations, with specific indication of the academic areas pertaining to it, by means of its own regulation, voted by an absolute majority of the members of the Board, approved by the Academic Senate and, as regards matters within its competence, by the Governing Board, and issued by a decree from the Chancellor.

5. For specific requirements of a scientific nature, the Department may be divided into sections corresponding to particular functional thematic areas of research, in accordance with the provisions of the General University Regulations.

6. Departments that include teaching staff who combine their teaching duties and research with services of assistance belong to the coordination structure outlined in Article 26, paragraph 3.

Art. 20

Fields of competence regarding teaching and resources

1. The Department exercises the powers provided by law, by the Statute and by the regulations of the University. Among these, in particular:

a) it formulates proposals for the call of researchers and tenured professors, and assigns didactic and managerial duties to teachers in order to optimise their use according to criteria of rationality, competence and balance in relation to each category of teaching;

b) it determines the manner of using financial resources, and manages the logistical and instrumental resources entrusted to it by the Governing Board, reporting every need or deficiency in this respect to the governing bodies;

c) it ensures the best operation of the courses for which it is primarily responsible.

2. in the case referred to in Article 19, paragraph 2, the following responsibilities are also assigned to the Department:

a) it proposes to the governing bodies the establishment, operation, modification or cancellation of courses, including Bachelors courses, I level Masters courses, PhDs, specialisation schools, teaching qualification course (TFA, in Italy) and II level Masters courses within its competence, in order to ensure the most efficient and effective provision of training;

b) it accepts responsibility for the teaching of Bachelors degree classes, I level Masters degree classes, and the specialisation schools within its competence;

c) it proposes to the Academic Senate the establishment of the Teaching Board referred to in Article 30 and the setting up of the Joint Committee referred to in Article 31;

d) it defines the number of places in those courses of study with a local entrance examination and organises the relevant admission test;

e) it monitors the selection procedure for places in courses of study with a national entrance examination;

f) it formulates curricula and approves the subsequent activation and deactivation of the lessons;

g) it approves calls for the covering of lessons and modules, through placements or contract, prepared by the Teaching Board;

h) it prepares the schedule of lectures, examinations and final examinations;

i) it manages relations and international mobility programmes and exchange schemes for students and teachers;

j) it formulates proposals for the University teaching regulations regarding matters within its competence;

k) it may establish advisory committees, consisting of individuals from outside the University, who are qualified in terms of expertise and experience, so as to have opinions on the establishment of new courses and changes to the teaching regulations.

Art. 21

Departmental Bodies

1. The bodies of the Department are the Director, the Council and the Department Committee.

Art. 22

The Department Council

1. The Council is constituted of tenured professors, tenured researchers and researchers on fixed-term contracts; student representatives enrolled on relevant courses, making up 20% of the total number of other Council members; by a representation of technical-administrative staff, a representation of doctoral research students and a representation of research grant holders, respecting the numbers stated in the University's General Regulations. The administrative secretary will participate in Department Council meetings to take minutes and must be consulted on matters concerning administration and accounting.
2. Department regulations discipline the means by which other figures, acting in a consultancy capacity, including external figures, may participate in Board meetings. Their presence is not considered when calculating the quorum.
3. The Council co-ordinates, guides, plans and checks the Department's scientific and educational activity and carries out the tasks provided for by law, the University statute and regulations. Among them:
 - a) the evaluation of teaching staffs' scientific activity in order to attribute funding;
 - b) proposals to the Governing Board regarding the initiation of public calls for tenured professors and researchers as well as all other proposals concerning research, education and teaching and technical-administrative personnel in order to plan the three-year programme;
 - c) proposals to the Governing Board regarding calls for tenured professors. These should be adequately motivated and include the opinion of one or more respected members of the international scientific community, in line with the procedures established in the dedicated regulations and accompanied by the opinion of teaching staff, attached to other Departments, from the same academic area;
 - d) opinions regarding individual attachment requests and those concerning mergers with other Departments;
 - e) the approval of budget proposals that will flow into the University's overall balance sheet as well as the stipulation of agreements, contracts and fees.

Art. 23

The Department Committee

1. The Council sets up a Committee to which it delegates powers of ordinary administration. The composition of the Committee is established in the Regulations of the Department, ensuring adequate representation of all groups. The Director of the Department, assisted by the Administrative Secretary, chairs the Committee and reports to the Council on its activities.

Art. 24

The Director of the Department

1. The Director is the representative of the Department.
2. The Director convenes and chairs the Council and the Committee; monitors compliance with the law, the Statute and the Regulations of the University, and monitors the fulfilment of the obligations of teachers and students, where necessary indicating to the Chancellor the instances in which disciplinary action is necessary; for reasons of urgency he/she assumes by means of his/her own decree, acts proper to the authority of the Council or of the Committee when an immediate convocation is not possible, submitting such acts to ratification by the competent body at its first successive meeting which should be held no later than thirty days from the emission of the decree; exercises all of the powers expected of him/her by law, the Statute and the Regulations of the University; for the purpose of protecting the health and safety of workers in the workplace, he/she is considered on a par with the head of the structure; in relation to the courses referred to in Article 19,

paragraph 2, he/she appoints the members of examination and final examination sessions in accordance with the University teaching regulations.

3. For the carrying out of administrative duties and accounting, the Director is assisted by the Administrative Secretary or by a coordinator, in accordance with the administrative organisation of the University, which has the power to propose and must necessarily be consulted, for any act or measure regarding administration or accounting.

4. The Director is elected by the Department Council from Level I, full-time tenured professors, by an absolute majority of those entitled to vote in the first ballot, and by the majority of voters, equal to at least a third of the votes cast, in successive ballots; in the event of the unavailability of Level I professors, or of failure to achieve the required majority in the second ballot, electoral candidacy shall be extended to Level II, full-time tenured professors.

5. The Director is appointed by decree of the Chancellor, holds office for three years and may be re-elected consecutively once only.

6. The Director appoints a Deputy Director from full-time, tenured professors of the Department. The Deputy Director, appointed by decree of the Chancellor, stands in for the Director in all of his/her functions in the event of impediment or absence.

7. The Director may delegate to another member of the Council some of his/her specific administrative responsibilities and those concerning the health and safety of workers in the workplace. This proxy does not preclude, however, the supervisory duties of the Director with regard to the activity carried out by the delegate.

Art. 25

The Faculties

1. The Faculty is a structure that groups two or more Departments based on disciplinary similarities and functional needs. Its task is to coordinate didactic activities and the management of common services based on the principles of rationality and general and economic efficiency, in conformity with cultural and didactic projects that reflect the University's areas of scientific interest.

2. Whenever the didactic needs so dictate, a Department can belong to more than one Faculty. For purposes of the establishment of Faculties, each Department can only be counted once.

3. The Faculty is created by decision of the Governing Board on the proposal of the Academic Senate, after expression of a favourable opinion by the Departments involved.

4. The overall number of Faculties reflects the multi-disciplinary nature of the University within the limits established by law.

5. The General University Regulations define the conditions and requirements for the minimum number of Departments permitted to a single Faculty.

Art. 26

Responsibilities and organisation

1. The responsibilities of the Faculty are those provided for by law and by the Statute and regulations of the University; the Faculty is responsible for coordinating the courses it offers.

2. Specifically, the Faculty:

a) possesses the responsibilities listed in article 20, clause 2, subsection a) based on the indications of the component Departments, as well as those responsibilities provided for under subsections d)-e) and g)-m); moreover, it coordinates the activities listed under subsection f) of clause 2;

b) shall indicate to the competent structures, in order to guarantee the maintenance and development of the course offering, a lack of a Faculty in specific academic areas, also for the purpose of meeting any obligations deriving from ministerial regulations;

c) shall propose to the Academic Senate, after considering the opinions of the Departments in the Faculty, the creation of the Teaching Boards as prescribed in article 30 and establishes the Joint Committee as provided for in article 31;

d) shall optimise, based on the criteria of rationality, competency and a balanced division of teaching responsibilities, the use of teaching-related human resources required by the Faculty's Departments;

e) shall coordinate and oversee the didactic activities of the Departments and see that they conform to the legal, statutory and regulatory norms in order to ensure the quality of the course offering;

f) shall coordinate the use of financing for teaching purposes and for the requisite resources, as well as for the common services for which it is responsible, as well as indicate to the governing bodies any needs or shortcomings in this regard.

3. The Faculty to which the Departments belong (see article 19, clause 6) must fulfil the responsibilities regarding its relationship with the National and Regional Health Services as well as with the local authorities and institutions operating in the health sector, including those relationships with institutions belonging to the educational and training network of the schools of specialisation. Specifically, the Faculty must ensure the inseparability of the health assistance functions with regard to its main teaching and research roles and undertake the organisation of professional training.

As regards the performance of the above functions, the Faculty will coordinate and integrate the development plans of its Departments, expressing its opinion about proposals from the Departments regarding the hiring of researchers and tenured professors.

4. The Governing Board can entrust the Faculty with management autonomy in the form of and within the limits provided for, in the administrative, financial and accounting regulations of the University.

5. The technical-administrative personnel designated by the administration to provide services to the Faculty are considered to be a functioning part of the Faculty. The technical-administrative structure of the Faculty comes under the Director General.

Art. 27

Faculty Bodies

1. The President and the Executive Committee represent the Faculty bodies.

Art. 28

Executive Committee

1. The Executive Committee adopts Faculty resolutions, especially related to the competences outlined in article 26, paragraphs 1, 2 and 3.

2. The Executive Committee is constituted by:

a) the Faculty President;

b) the Deputy President;

c) the Department Directors attached to the Faculty;

d) by a representation of specialising physicians enrolled in the Schools of Specialisation, in reference to the Faculty and in accordance with article 26, paragraph 3;

e) by Department Council Presidents, course co-ordinators, co-ordinators of doctoral courses, where managed by the Faculty, members of the Department Committees nominated by individual Department Councils as well as, for Faculties as in the article 26, paragraph 3, by a representation of teaching staff who provide assistance in directing complex groups. These figures will have a presence on the Executive Committee, respecting the numbers established in the Faculty regulations and, in any case, numbering no more than 10% of the attached Department Councils' members, also considering the representativeness of the teaching staff;

f) by a representation of elected students from relevant courses, making up 20% of the total number of Executive Committee members, elected by student representatives serving on the attached Department Councils.

3. The Executive Committee governs the functioning of the Faculty through the regulation, dependent upon an absolute majority vote of its members and with the approval of the Academic

Senate and, for the aspects under its competence, the Governing Board. The regulations are issued by a Chancellor's decree.

4. The Executive Committee may call meetings of all members of the Department Councils attached to the Faculty for consultancy and advisory reasons.

5. Upon invitation of the President, non-members of the Executive Committee may participate in meetings on the grounds of their competence in providing advice on specific subjects. These individuals will not have voting rights.

6. Executive Committee members hold their positions for three academic years and may be re-elected consecutively only once.

Art. 29

President

1. The President represents the Faculty, convenes and chairs the Executive Committee, and issues the decisions of the Committee.

2. The President is elected by the Executive Committee from the tenured full-time professors teaching on courses offered by the Faculty. The election procedure is detailed in the University General Regulations.

3. The President is appointed by Chancellor's decree for a period of three academic years and can be re-elected consecutively only once.

4. The President designates a Deputy President chosen from the tenured full-time professors; the Deputy President fulfils all the functions of the President when the latter is absent or unable to perform his/her duties.

5. The President appoints the members of the examinations and final examinations committee as provided for in the Faculty regulations.

6. With reference to article 26, clause 3, the President represents the Faculty in its relations with the National and Regional Health Service, its hospitals and health companies, the IRCCS and other associated health organisations; the President also coordinates the relations between the management of the Schools of Specialisation and the National and Regional Health Services.

Art. 30

Teaching Board

1. The Teaching Board is the body, established by the Academic Senate acting on proposals from Departments or Faculties, having consulted the attached Departments, which co-ordinates degree courses of the same class and Masters degree courses linked to them, respecting the competences and guidance of the Departments that organise the courses.

2. The Teaching Board oversees only one course for single-cycle Masters degrees or in cases in which courses could not otherwise be organised.

3. The Teaching Board is composed of faculty members teaching on courses of their pertinence, and a representation of elected students enrolled on these courses, numbering 20% of the total number of tenured teaching staff and researchers. Quorum is calculated on the presence of tenured teaching staff, researchers and students.

4. The functions of the Teaching Board are governed by specific regulations.

5. The Teaching Board elects a President from its teaching staff membership, in line with the procedures established in the University's General Regulations. The President, nominated by Chancellor's decree, holds the post for a period of three years and may be re-elected once only.

6. The Teaching Board carries out all of the tasks attributed to it by law and by University regulations, in particular, it:

a) nominates a co-ordinator for each course;

b) organises non-selective tests to assess students' educational competences prior to beginning degree courses without an enrolment cap, recommends appropriate support courses for students

with educational deficits, to be taken in the first year of the degree course, and co-ordinates the organisation of said courses;

c) verifies that students hold the curricular requisites established for access to Masters degree courses without an enrolment cap and verifies the educational background of students enrolling;

d) examines and approves degree and Masters degree student study plans;

e) co-ordinates teaching activities for the attainment of degrees and Masters degrees;

f) supervises course requests and proposals for the conferment of teaching positions by placement or contract;

g) proposes or expresses opinions regarding modifications to degree and Masters degree courses;

h) proposes to the Faculty or Department public calls for teaching through placements or contracts.

7. If a Department has a limited number of homogeneous courses, the functions of the Teaching Board may be undertaken directly by the Department Council, with the participation and voting rights of teaching staff not attached to the Department who hold any position on the said courses, in accordance with the attributions indicated in paragraph 6. In such cases, only tenured teaching staff, researchers and student representatives are considered when assessing the Board-meeting quorum.

8. Regarding inter-University courses, the constitution and functioning of the Teaching Board are regulated by a specific agreement between the participating institutions.

Art. 31

Joint Committee

1. In the situations outlined in article 19, clause 2, a Joint Committee composed of Faculty and students will be formed in each Faculty and Department concerned for the purposes of overseeing the course offerings and quality of teaching, as well as the student services provided by Faculty and researchers. The committee will also select indicators for the evaluation of results and formulate opinions regarding the creation or elimination of degree programmes.

2. The composition and responsibilities of the Joint Committee are determined by the General University Regulations.

Section 4

Structures and support bodies for scientific research and for teaching and training activities

Art. 32 – (University library system)

Art. 33 – (University museum system)

Art. 34 – (University archives)

Art. 35 – (Research and service centres)

Art. 32

University Library System

1. The University library system is comprised of the structures and services aimed at guaranteeing the enjoyment, acquisition and preservation of the University's collection of documents and at providing the necessary support to scientific and teaching activities.

2. The University library committee is the body that plans and manages the University library system.

3. The structure and operation of the University library system are disciplined by specific regulations.

Art. 33

University museum system

1. The University museum system organises, preserves and permits the general public to enjoy collections of material of significant historical and scientific interest, while also supporting research, teaching and training, taking all possible steps to maximise the value of these collections for a vast public by collaborating, when possible, with other University structures and local, national and international cultural bodies.
2. The structure and operation of the University museum system are disciplined by specific regulations.

Art. 34

University archives

1. The University archives preserve the University's historical memory by ensuring the preservation, consultation and trustworthiness of the documents they house.
2. The structure and operation of the University Archives are disciplined by the existing regulations in this regard.

Art. 35

Service and research centres

1. As regards intensive research or research of significant interest involving multi-year projects, the possibility exists for the creation of research centres and centres of interdepartmental research; that is, forming or participating in inter-University centres or consortiums.
2. In order to provide the University with activities of particular relevance and common interest for several structures, Service Centres may also be instituted.
3. The creation, operation and evaluation of the Centres' activities, including participation in external bodies, are disciplined by specific regulations approved by the Academic Senate based on the opinion of the Governing Board.

Section 5

Didactics

- Art. 36 – (Degrees awarded by the University)
- Art. 37 – (Degree programmes offered by the University)
- Art. 38 – (Didactic regulations)
- Art. 39 – (Rights and duties of students)
- Art. 40 – (Student participation in University bodies)

Art. 36

Degrees Awarded by the University

1. The University awards the following degrees:
 - a) Bachelors Degree (L)
 - b) Masters Degree (LM)
 - c) Specialisation Degree (DS)
 - d) Research Doctorate (DR)
 - e) All other types of degrees provided for by law.
2. Based on specific conventions, the University of Pavia also issues degrees jointly with other Italian or foreign universities or University-level Institutes (see clause 1).
3. University teaching regulations list the degrees issued and the structures that provide the relative degree programmes.
4. Courses required for obtaining degrees can also be organised through agreements with other universities, Italian and foreign university-level institutes, and university residence halls (*collegi*).

Art. 37

Degree programmes offered by the University

1. The University offers:

- a) courses required for degrees, as described in the previous article;
- b) courses for the cultural, scientific and professional training of graduates, including refresher courses;
- c) courses which are part of international post-graduate training schools;
- d) training courses for technical-administrative personnel.

2. The offering, modification and elimination of courses are decided by the Governing Board based on the obligatory opinion of the Academic Senate.

Art. 38

Teaching organisation

1. The teaching organisation, types of courses and their implementation follow University teaching regulations, in accordance with the general principles set out in the Statute and current regulations.

2. The University teaching regulations also determine the manner in which the examination committees are established (including the committee for the 'viva voce' thesis defence) in order to ensure a collegial approach and the publication of the examination results.

3. Doctoral research courses are disciplined by specific regulations.

Art. 39

Student rights and duties

1. The University seeks to develop the personality and civic-mindedness of students through the academic experience offered to them, recognising their right to participate in University matters and affording them freedom of expression and academic and cultural autonomy.

2. The students have the duty, through their studies and participation in University life, to contribute to the cultural development of the academic institutions and of society as a whole.

3. Students participate in didactic activities in compliance with the University Code of Ethics, its regulations and the decisions of the competent structures.

4. A specific Charter, approved by the Academic Senate, regulates the rights and duties of students regarding their right to education, the quality of teaching and services, exams, educational costs and mobility.

Art. 40

Student Participation in University bodies

1. Students can participate in University bodies and exercise their right to vote for their representatives in compliance with specific laws, the University Code of Ethics and University regulations.

Section 6

Right to education, student bodies and student services

Art. 41 – (Initiatives for the right to education)

Art. 42 – (Standing student committee)

Art. 43 – (Student council)

Art. 44 – (Tutorials)

Art. 45 – (Student collaboration in University services)

Art. 46 – (Information on students' right to education)

Art. 47 – (University sports activities)

Art. 41

Initiatives for the right to education

1. The right to education regards all the actions undertaken to overcome any obstacles, economic as well as socio-cultural, to the profitable attendance of University courses.
2. The University views an effective right to education policy as an institutional objective. In order to achieve this and to fulfil the aims described in article 2, as well as to comply with existing regulations, the University collaborates with the University entity that organises the Right to University Education (EDiSU). The aim is to allow capable and deserving students who lack sufficient means to access to University studies.
3. The University payment policy is progressive, equitable and takes into consideration economic hardship cases in order to achieve social solidarity and an equitable sharing of the costs of University education.
4. To the extent that resources allow, the University:
 - a) uses means and promotes services aimed at students in general, such as the awarding of scholarships, health assistance, housing, transport and food services, as well as access to cultural, recreational and sports activities;
 - b) provides guidance to students, even through one-to-one counselling, to enhance their chances of educational success;
 - c) promotes student collaboration in initiatives, through part-time activities, to improve the quality of services;
 - d) facilitates course attendance and individual study by making the appropriate space available and setting opening hours for libraries and laboratories that meet student needs.

Art. 42

Standing student committee

1. In order to establish a continuing relationship between the service users and the University, a permanent student committee has been established, whose joint membership and functions are determined by specific regulations approved by the Academic Senate based on decisions taken by the Governing Board.
2. The elected student representatives on the Academic Senate and the Governing Board are members of the committee.
3. The committee has decision-making powers regarding the distribution of funds for the promotion and support of student cultural and recreational activities.

Art. 43

Student Council

1. The Student Council offers proposals and consultancy to University institutional bodies.
2. The Council expresses compulsory opinions on the following subjects:
 - a) instances in which the right to education is enacted;
 - b) modifications to student fees and contributions;
 - c) regulations regarding course access.Opinions are regarded as favourable when, for whatever reason, no response is received within 15 days of the transmission of the text to the Council.
3. The Council is composed of:
 - a) student members of the Governing Board, the Academic Senate and Governing Board of the Organisation for the Right to University Education (EDiSU);
 - b) by three students from each Department designated internally by student representatives on the Department Council in order to ensure that, where possible, each degree class is represented;
 - c) by a doctorate researcher for each macro-area designated internally by doctorate researchers on attached Department Councils.

4. Members of the Council hold their position on governing bodies and Department Councils for the entire duration of the mandate.

5. The Council has its own regulations to oversee its functions, operating under absolute majority decisions.

Art. 44

Tutorial

1. The aim of tutorials is to guide and assist students during their studies and make them actual participants in the educational process, in part through their direct involvement.

2. University teaching regulations determine the organisation of tutorial services, when appropriate through collaboration with student representatives.

Art. 45

Student collaboration in University services

1. In conformity with existing regulations, the University promotes student collaboration in service-linked activities – with the exception of teaching and administrative activities – for which they are paid from the University budget.

Art. 46

Information on students' right to education

1. Adequate information regarding right-to-education initiatives is ensured in order to favour student participation.

Art. 47

University sports activities

1. The committee for University sports oversees the management of sports facilities and the carrying out of sports activities.

2. The composition, responsibilities and functioning of the University sports committee are defined by specific regulations approved by the Governing Board.

3. The sports programmes approved by the committee and the management of University sports facilities can, through appropriate conventions, be carried out by the University Sports Centre (CUS).

Section 7

Personnel Organisation

Art. 48 – (General organisational criteria)

Art. 49 – (Rights and duties of the faculty)

Art. 50 – (Awards fund)

Art. 51 – (Disciplinary board)

Art. 52 – (Management)

Art. 53 – (Technical-administrative personnel)

Art. 54 – (Insurance cover)

Art. 48

General organisational criteria

1. The organisation and the activities of the University are divided into policy management, whose function is to set the guidelines and general plans and to verify the results, and general management, which is responsible for the organisational, technical, financial and administrative management of the University.

2. The Chancellor, Governing Board and Academic Senate are given specific responsibilities for policy management.
3. The Director General coordinates the activities of the managers and technical-administrative personnel in order to achieve the objectives set by the policy directorate, based on criteria of general and economic efficiency and effectiveness.
4. The administrative structure, personnel and financial management are based on principles of administrative uniformity and integrality and aim to ensure the establishment of responsibilities and the evaluation of results.
5. The administrative organisation is disciplined by the present section and by specific operational regulations which are subject to existing regulations and contractual obligations.
6. The general organisation of the technical-administrative structures is defined by the Governing Board on the proposals from the Director General based on his authority and after the Academic Senate has expressed its opinion.

Art. 49

Rights and duties of the faculty

1. Professors and researchers:
 - a) undertake research and teaching as provided for in existing University norms and regulations and in compliance with the decisions of the competent structures in this regard;
 - b) participate in the meetings of the collegial bodies and carry out the internal organisational tasks assigned to them;
 - c) fulfil the self-certification duties regarding the teaching and service activities in the specific manner described in the University regulations;
 - d) promptly inform the competent structure of situations of incompatibility and conflict of interest that may arise in the performance of their institutional responsibilities;
 - e) present to the competent academic bodies specific reports on their overall teaching, research and management activities.
2. Faculties teaching clinical subjects fulfil the healthcare responsibilities linked to their institutional tasks, complying with the obligations set out in University conventions with health centres.
3. The rights and duties of faculties are regulated by University legislative and statutory and regulatory norms.
4. In cases of violations of the Code of Ethics, the Academic Senate can decide to privately address the matter with the individual involved or, in cases of serious or repeat violations, issue a written censure regarding the behaviour in question, which is then recorded on his/her individual file.

Art. 50

Awards fund

1. In order to favour and improve the quality of teaching and scientific research, an awards fund has been established by the University to reward professors and researchers.
2. Fund proceeds are regulated by the applicable laws and regulations, specifically:
 - a) funds attributed to the University from MIUR based on an attainment evaluation;
 - b) funds deriving from the sums not awarded to teaching as a result of a negative evaluation;
 - c) any eventual funds deriving from third parties and other public or private finance.
3. Related to point c), additional funds are available for teaching staff and for technical-administrative personnel who contribute to the acquisition of third-party contracts or private finance, within the limits of fund resources not deriving from public finance.
4. The administration board, subject to the opinion of the evaluation group, will deliberate the distribution of funds based on the criteria set out by the specific regulations.

Art. 51

Disciplinary Board

1. The five members of the Disciplinary Board are nominated by the Academic Senate and number: three full professors, one of whom acts as president, chosen from the professors of law-related subjects, one associate professor and one of the permanent researchers.

Respecting the principle of peer judgment, for procedures regarding full professors, only full professors will be present on the Board; in cases related to associate professors, two of the full professors and the associate professor on the Board will be present; for researcher procedures, one full professor, the associate professor and the researcher on the Board will be present.

2. All Board members must be full-time teaching staff and remain in their post for three years after being appointed. Nominations may be renewed only once.

3. While the Chancellor's exclusive competence to impose any eventual sanctions still holds, the Chancellor must inform the Disciplinary Board of each and every event that may result in a more serious sanction. The Board then investigates and issues an opinion as to the gravity of the contested charges, any eventual sanctions or concerning the dismissal of the case. The file includes the name of the interested party, a description of the facts, the type of disciplinary procedure invoked and the sanction or dismissal proposed and is submitted by the Disciplinary Board to the Governing Board in order for a decision to be made.

4. Disciplinary procedures are governed by laws and regulations currently in force, including those concerning the relationships between disciplinary procedures and legal trials.

Art. 52

Management

1. Management staff, adhering to the competences attributed to them by law, collaborate with the Director General, making proposals and providing guidance and opinions.

2. In the execution of their tasks and duties, management will:

a) oversee the financial, administrative and technical aspects of the sectors assigned to them by the Director General, including those between the Administration and external bodies, through autonomous budgets and organisation of human resources and tools made available to them;

b) manage, co-ordinate and oversee the services that depend on them and the actions of procedure supervisors;

c) collaborate with the Director General in order to identify resources and professional profiles necessary to undertake their specific tasks, with particular regard to the preparation of the three-year personnel needs planning report as well as the drafting of the training programme of personnel assigned to them;

d) carry out an assessment of assigned personnel, adhering to meritocratic principles, in order for benefits, incentives and economic increases to be awarded;

e) undertake any other task decreed by law and by any management sector's national collective employment agreements.

3. The Director General decides who is responsible for the management and co-ordination of the various departments, as established by the applicable laws, and by the national collective employment agreements, and also undertakes a periodic evaluation of the objectives reached.

4. The University may assign temporary management positions, adhering to that established in current legislation and by national collective employment agreements for the University management category. The Administration department will publish, including on its official website, the number and type of positions available in human resources as well as the selection criteria.

5. The University has a Management Committee, presided over by the Director General, whose objective is to ensure the co-ordination, coherence, efficiency and efficacy of the financial, technical and administrative management of services.

6. Access to management positions and the revocation of such positions, including positions on a par with management level, are governed by prevailing legislation and national collective employment agreements.

Art. 53

Technical-Administrative personnel

1. The University, respecting principles of equal opportunities and the regulations governing the legal status of personnel, organises its own administrative, financial and technical services based on criteria of efficiency, efficacy and economy.
2. The University promotes the professional growth of Technical-Administrative personnel by defining annual and multi-year training and refresher programmes as well as embracing all initiatives that may be useful in the professional development of its personnel, recognising the individual's right to ongoing training, with the aim being the improvement of services and the optimisation of resources.
3. In specific cases where serving personnel are not available, the University may assign tasks and/or work to external bodies, respecting the limits and provisions of current laws and that established by internal regulations.
4. The University promotes and institutes services to support the quality of life of its personnel, taking positive steps to resolve social problems concerning workplace relationships and the distribution of grants for serving staff and their families.
5. The University supports, through the distribution of personnel-managed and officially-approved funds, cultural, recreational and sports activities, in conformity with current legislation.

Art. 54

Insurance coverage

1. The University, respecting the limits and provisions of current laws, may stipulate for its administrators and personnel, public liability insurance cover towards third parties, except for intentional wrongdoing or gross negligence.

Section 8

Foundation, operating entities and external collaborations

Art. 55 – ('Alma Mater Ticinensis' Foundation)

Art. 56 – (Operating entities)

Art. 57 – (External collaborations)

Art. 58 – (Research agreements)

Art. 59 – (External professional activities)

Art. 55

'Alma Mater Ticinensis' Foundation

1. The University acknowledges the fundamental role played by the 'Alma Mater Ticinensis' Foundation in the production, also through financial support, of services and operating entities, the integration of the training offered and the organisation of scientific and technological research; in the forms consented by the founding Statute and by law, it promotes the Foundation's initiatives aimed at elevating the quality and efficiency of the University system.
2. The Governing Board nominates the Foundation's board members whose designation is reserved to the University. The Board analyses whether the Foundation's activities are coherent with the University's objectives.

Art. 56

Operating entities

1. For operating entities, teaching and research, or in order to achieve its institutional objectives, the University may establish autonomous bodies, operating entities or participate in organisations or other private associative forms, with the relative economic and patrimonial guarantees that may derive from them. The initiative is decided by the Governing Board once the Academic senate has been consulted. Concerning the activities referred to above, the University may also collaborate with student associations or co-operatives.

Art. 57

External collaboration

1. Based on a proposal received by one or more scientific or service departments, the University may constitute or participate in associations, foundations, consortia and capital companies, both in Italy and abroad, in order to promote the use of knowledge generated through scientific activity and to provide cultural, formative and refresher courses to third parties.

2. In such cases, the University must be assured of the policy instruments, information and checks on the aims of the collaboration activities as well as guarantees of a financial and patrimonial nature.

3. The University's collaboration may be constituted by a bailment of goods, means and structures with costs to be borne by the bailee.

4. University regulations concerning the administration, finance and accounting establish the methods by which contracts, agreements and collaborations with other public and/or private bodies are stipulated.

Art. 58

Research agreements

1. Research agreements must establish the aims and duration of the research programme as well as the forms of consultation of the contracting bodies and the financial relationships and reciprocal obligations and guarantees, while adhering to current regulations and conventions approved by the Governing Board.

Art. 59

External professional activities

1. The University may provide, using its own personnel and facilities, planning, consultancy, technological transfers, level I or II professional training for public and/or private bodies, as well as for its own needs, and work, should the need arise.

2. The personnel's responsibilities of the above-mentioned activities and the definition of the distribution of the revenue are governed by the specific regulations, approved by the Governing Board and mentioned in the agreement protocols or in the contracts.

Section 9

Planning and balance sheets

Art. 60 – (The three-year planning report)

Art. 61 – (The relationship with the multi-year balance sheet)

Art. 62 – (Balance sheets)

Art. 60

The three-year planning report

1. The three-year planning report defines the University's objectives for the period, identifying the necessary steps to be taken, the result indicators for each objective, the personnel required and the operational needs, as well as the origin of the financial means in order to realise them.
2. In planning the programme, the Chancellor, as the lead actor, acquires a draft that includes the opinions, observations and proposals of the Departments, Faculties (where they still exist) and University personnel trades unions.
3. The plan may be articulated relative to single objectives or areas, with clear and detailed provisions regarding the actions to be taken by individual University branches, such as University construction projects and plans concerning the use of resources.
4. The three-year programme is flexible and may be modified annually in order for it to be adapted to meet changing needs.
5. The Chancellor reports back to the Governing Board on an annual basis about the state of the plan's actuation and, if necessary, proposes modifications.

Art. 61

The relationship with the multi-year balance sheet

1. The three-year programme is linked, in economic-financial aspects, to the multi-year balance sheet referred to in the successive article.
2. The multi-year balance sheet will be adapted if the three-year programme is modified.

Art. 62

Balance sheets

1. The University produces annual and multi-year budget plans and final balances as provided for by University regulations, administering their drafting in adherence with accounting principles established for universities.
2. Balance sheets and budget plans, as well as any variations to them, are drawn up by the Chancellor with the collaboration of the Director General. These are then submitted to the Board of Auditors to be checked and, ultimately, approved by the Governing Board subject to being reviewed by the Academic Senate insofar as it falls within its competence.

Section 10

Regulatory autonomy

Art. 63 – (Regulatory powers)

Art. 64 – (General University regulations)

Art. 65 – (University regulations for administration, finance and accounting)

Art. 66 – (University teaching regulations)

Art. 67 – (University Department and Faculty regulations)

Art. 68 – (Regulations of other structures)

Art. 69 – (Entry into force and modifications of regulations)

Art. 63

Regulatory powers

1. The University adopts the general University regulations, the regulations for administration, finance and accounting, for teaching, for University Departments and Faculties and for other structures, where the central bodies state that this is necessary, as well as the regulations provided for by current laws and the Statute.
2. Decisions regarding the approval of the general University regulations and the regulations for administration, finance and accounting and teaching are to be taken by the central bodies by absolute majority.

3. Given the autonomy guaranteed by article 33, paragraph 6 of the constitution, the University adopts regulatory norms in adherence with the applicable laws currently in force and with the Statute.

Art. 64

General University regulations

1. The general University regulations establish the rules relative to the organisation and procedures by which the University's central administration, to the institution and decommissioning of structures and their organisational and functional criteria, and of the scientific and teaching bodies. They establish when statutory regulations are actuated, the methods for electing the Chancellor and the delegations on bodies and structures, with the exclusion of those for which the present Statute includes a deferral to a specific rule.

2. The general University regulations, approved by the Academic Senate by absolute majority and subject to a review by the Governing Board, are emanated by Chancellor's decree once the procedures have been executed and the timeframes established by the relevant laws have elapsed.

Art. 65

University regulations for administration, finance and accounting

1. The University regulations for administration, finance and accounting govern the economic, financial and accounting management, the accounting methods and management control, the relative administrative procedures and responsibilities related to them as well as contractual procedures, forms of internal control and administration of the patrimony based on the legal principles and criteria established by applicable laws currently in force.

2. The University regulations for administration, finance and accounting approved by the Governing Board by absolute majority and subject to a review by the Academic Senate, are emanated by Chancellor's decree once the procedures have been executed and the timeframes established by the relevant laws have elapsed.

Art. 66

University teaching regulations

1. The University teaching regulations, drafted according to the indications in the present Statute and approved in the Academic Senate, subject to their vision by the Departments and Faculties and Governing Board approval by absolute majority, are emanated by Chancellor's decree.

Art. 67

University Department and Faculty regulations

1. University Department and Faculty regulations govern the organisation and working procedures of the structures they refer to, in adherence with the relevant Statute regulations, the general University regulations, the regulations for administration, finance and accounting as well as the University teaching regulations, outlining for each structure the rules concerning teaching and research.

2. The Department and Faculty regulations are approved in the Academic Senate by absolute majority, on the proposal of interested structures, subject to their vision by the Governing Board, and are emanated by Chancellor's decree.

Art. 68

Regulations of other structures

1. Where their adoption is provided for by central administration provisions, the regulations of other structures are adopted by the relative Councils, based on a format approved by the central bodies, each concerning its own area of competence, by absolute majority and emanated by Chancellor's decree.
2. The structure's Councils may propose regulations that differ from the standard format provided they adhere to the current laws and University Statute and Regulations and to economic and sound administration principles.
3. Constitutionality is the concern of the administration. Cost efficiency and sound administration, acting on central administration proposals, is undertaken by the Academic Senate and the Governing Board, respecting their relative competences, and is expressed, in the case of findings, in the type of re-examination request.

Art. 69

Entry into force and modifications of regulations

1. All regulations come into force on the fifteenth day after their publication on the noticeboards and on the University website, unless stated otherwise in the emanated decree.
2. The general University regulations, the regulations governing administration, finance and accounting and the teaching regulations are also published in the forms required by law.
3. The modification of regulations must respect prevailing laws and procedures foreseen for their adoption.

Section 11

Permanent and temporary common laws

Art. 70 – (Academic year)

Art. 71 – (General concepts of professor, researcher, research fellow and technical-administrative personnel)

Art. 72 – (Validity of governing committee meetings)

Art. 73 – (Elections)

Art. 74 – (Nominations, date of entry into force and mandate durations)

Art. 75 – (General rules on representation)

Art. 76 – (Date Statute becomes effective and modifications)

Art. 77 – (Modifications to the Statute)

Art. 70

Academic year

1. In adherence with current regulations, the academic year begins on 1 October and ends on 30 September of the successive year, though the Academic Senate may set another date for the start and end of the teaching calendar.

Art. 71

General concepts of professor, researcher, research fellow and technical-administrative personnel

1. For the purposes of this present Statute, unless expressly specified:

- a) the term 'professor' includes tenured professors (of level I and level II), fixed-term professors and researchers;
- b) fixed-term professors are on a par with level I professors, within the limits established by current laws;
- c) the term 'researcher' includes tenured researchers and fixed-term researchers;
- d) the term 'research fellow' also includes those holding a scholarship or research contract, that is those who are funded, for a period of no less than one year;

e) the term 'technical-administrative personnel' also includes CEL (Collaborators and Linguistics experts).

Art. 72

Validity of governing committee meetings

1. Academic Senate and Governing Board meetings are valid if the absolute majority of members is present.
2. Meetings of other bodies are valid if the absolute majority of their members, not including those providing written justification of absence, is present except in cases when other quorum provided for by law, by the present Statute and by the regulations for specific debates, are set. The number of members present must not be inferior to a quarter of those entitled to a place.
3. Motions are passed with a vote in favour of 50% plus 1 of those present, except in cases where a qualified majority is required; if a vote is tied, the President shall have the casting vote.

Art. 73

Elections

1. Elections for academic positions are reserved to full-time professors whose career, in years, is at least equal to the duration of the previous mandate before retirement.
2. For the purposes of the present Statute, 'full professor' includes fixed-term professors who, in coming forward for election, declare that they intend to become full-time if nominated, or if a prior declaration is not requested, provide one as soon as possible after the electoral procedure is deemed valid and before the appointment announcement is published.

Art. 74

Nominations, entry into force date and mandate durations

1. The Chancellor is nominated by the Ministry for Universities.
2. Nominations of individual bodies, eventual substitutions and the composition of individual governing committees provided for in the present Statute are by Chancellor's decree, as are their integration with representatives, where required.
3. In cases of non-renewable mandates, eventual re-elections can take place after a period of time has elapsed that is equal to the duration of a full mandate.
4. Substitutions during a mandate, related to governing committees, are effective for the remaining period of the mandate.
5. If it exceeds six months, the period between a nomination and the end of an academic year is considered as an entire year when calculating committee mandate periods.

Art. 75

General rules on representation

1. Elective designations of governing committee representations provided for in this present Statute, where not otherwise established, are by vote and limited to the category or area of which a representative must be elected, in adherence with the methods detailed in the General Regulations of the University.
2. Even in cases where elections are not held or there is an insufficient number of representatives elected, a quorum will nevertheless be considered to exist for meetings of the governing bodies.
3. Elections for student representatives are only open to those who have enrolled for the first time and are not more than a year outside the prescribed graduation period for undergraduate and post-graduate courses.
4. Student representatives on governing committees must, on the penalty of loss of office, enrol, adhering to the standard timescale and not after 1 March of the following year.

5. Student representatives who obtain a Bachelors degree during their mandate may continue until the prescribed end date provided they enrol on a Masters course by, and not after, 1 March of the following year. The course must be related to the governing body of which the student is a member. To this end, once the qualification certificate has been obtained, a declaration must be deposited with the president of the governing body stating an intention to enrol on a specific and named post-graduate course as well as expressing an intention to continue as a representative on the board.
6. Unless otherwise indicated in the present Statute, representatives on a governing body, students excepted, serve for three years and may be re-elected consecutively only once.
7. Student representatives, including those representing doctorate students in all governing bodies, including the Academic Senate, the Governing Board and the Evaluation Unit, last two calendar years (normally from 1 April) and may be re-elected consecutively only once.

Art. 76

Date of entry into force of the Statute

1. The Statute comes into effect on the fifteenth day after its publication in the Official Journal.

Art. 77

Modifications to the Statute

1. Modifications to the Statute are decided, by absolute majority vote, by the Academic Senate provided the Governing Board votes in favour, by absolute majority.
2. Modifications to the Statute are emanated by Chancellor's decree and come into effect on the fifteenth day after their publication in the Official Journal, unless otherwise stated in the emanation decree.
3. Proposals of modification to the Statute may be presented by the Chancellor, the Academic Senate, the Governing Board and by at least two Executive committees or two Department Councils.