



University of Gastronomic Sciences  
Università degli Studi  
di Scienze Gastronomiche

**University of Gastronomic Sciences**

**Planning and University Policies**

**Presented to the Faculty Council and Executive Committee on March 14, 2018**

Abbreviations: FC: Faculty Council; DC: Degree courses; SP: Study programs; AD: Administrative Director; EC: Executive Committee; UD: Undergraduate Degree; GD: Graduate Degree; EvC: Evaluation Committee; QU: Quality Unit; UNISG: University of Gastronomic Sciences.

UNISG's guidelines are set out in the 2018-2020 Strategic Plan<sup>1</sup>, approved by the Board of Directors on November 20, 2017. They illustrate the university's vision, the most important results achieved in recent years and measurable objectives for the next three years, focusing in particular on the university's unique multidisciplinary educational and scientific vocation in regards to food and Pollenzo's strong international outlook. These aims are expressed in the Strategic Plan within the scope of the university's teaching, research and "third mission."

In particular they involve the university acting in the following fields as part of its overall mission:

- Providing high-quality teaching in the field of Gastronomic Sciences, i.e. interdisciplinary sciences directly or indirectly related to food.
- Promoting research that benefits the scientific community and civil society, aiming to contribute to the wellbeing of humanity, celebrating the value of diversity and in particular giving equal weighting to *scientific knowledge* and *traditional knowledge* held by local communities.
- Contributing to knowledge sharing, with the aim of improving the *sustainability* and *sovereignty* of food systems worldwide.

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<sup>1</sup> The strategic plan can be downloaded from the university website at the following address: [https://www.unisg.it/assets/piano\\_strategico\\_2018-2020\\_universit%C3%A0\\_scienze\\_gastronomiche\\_pollenzo.pdf](https://www.unisg.it/assets/piano_strategico_2018-2020_universit%C3%A0_scienze_gastronomiche_pollenzo.pdf)

UNISG’s vision and mission can be summarized as follows:

<p>Vision</p>	<p>To contribute at a global level to the development and strengthening of food systems that can:</p> <ul style="list-style-type: none"> <li>• <i>improve the spiritual and material wellbeing and health of all forms of life on Earth.</i></li> <li>• <i>celebrate and protect biological diversity and all linguistic, cultural and religious differences.</i></li> <li>• <i>improve conditions for food production, processing, distribution and consumption.</i></li> <li>• <i>ensure environmental and social sustainability and full food sovereignty.</i></li> <li>• <i>promote ethical, social and political responsibility at every level.</i></li> </ul>
<p>Mission</p>	<p>To pursue academic teaching, scientific research and knowledge sharing in the field of Gastronomic Sciences with an international outlook.</p> <p>Teaching and learning</p> <ul style="list-style-type: none"> <li>• <i>Promoting learning and methods based on critical thought, awareness, creativity and responsibility, providing an academic education in the specific field of Gastronomic Sciences, i.e. interdisciplinary sciences related to food, food culture and its various forms.</i></li> <li>• <i>Training students to meet current employment needs.</i></li> </ul> <p>Research and innovation</p> <ul style="list-style-type: none"> <li>• <i>Promoting basic, strategic and applied research that benefits humanity, celebrating the value of diversity and in particular giving equal weighting to scientific knowledge and traditional knowledge held by local communities.</i></li> <li>• <i>Helping to shape the world of work of the near future.</i></li> </ul> <p>Third mission (services for the community, food producers and civil society as a whole)</p> <ul style="list-style-type: none"> <li>• <i>Promoting knowledge sharing as a way to implement food sustainability and sovereignty, social solidarity and ethical business practices.</i></li> <li>• <i>Providing learning opportunities, particularly for marginalized groups and as part of a Lifelong Learning approach.</i></li> </ul>

Following these guidelines, the university has identified specific policies in the three areas of training, research and the third mission that aim to strengthen the institution and ensure continual improvement in the quality of its operations.

This quality will be achieved by implementing specific actions to reach the objectives established in each of the individual areas. This document presents these policies by defining quality objectives and the actions necessary to put the policies into practice.

This document will be revised whenever the university's planning tools are modified and/or following instructions from government ministers or the Italian National Agency for the Evaluation of the University and Research Systems (ANVUR).

### Policy regarding training quality

UNISG sees itself as having the following distinguishing features: a vocation and specialism in the field of Gastronomic Sciences; the international profile of its non-resident teaching staff (with approximately 60 international visiting professors every year) and especially its students (currently around 40% come from outside Italy); and an ability to provide students with knowledge and innovative theoretical and methodological tools dedicated to analyzing the phenomenon of food, thereby enabling easy access to the world of work or continued study. These elements are of strategic importance for the university's development.

The specific objectives for 2018-2020 and the corresponding policies are as follows:

Objectives	Policies
1. The launch of new degrees within the L-GASTR and LM-GASTR degree categories.	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector and DC directors</i></li> <li>• <i>Processes involved in implementation: initial appraisal with lecturers, social partners, stakeholders and EvC</i></li> <li>• <i>Performance indicators: 260 applicants and 130 students admitted (100 UD; 30 GD)</i></li> <li>• <i>Implementation timescale: September 2018</i></li> <li>• <i>Strategic planning and bodies responsible: creation of advertising for the new L-GASTR and LM-GASTR courses - DC directors, Communications Office</i></li> </ul>
2. Consolidation of the courses offered in line with UNISG's mission and	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector and SP directors</i></li> <li>• <i>Processes involved in implementation: annual review for each SP and corresponding teaching, annual consultations with various stakeholders, ensuring the specific teaching objectives for each course correspond clearly to the general objectives of the SPs, and</i></li> </ul>

<p>vision and input from food producers, institutional bodies, NGOs and civil society, and optimization of the economic sustainability of all SPs.</p>	<p><i>that the objectives correspond to the methods used for assessing learning results; budgeting of actual costs for each SP.</i></p> <ul style="list-style-type: none"> <li>• <i>Performance indicators: 7 stable and financially sustainable SPs with a number of applicants that exceeds the maximum number of available places by 100% for UD and 30% for GD and Master programs (maximum number fixed at 100 for UD and 30 for GD and each Master course.</i></li> <li>• <i>Implementation timescale: January 2020</i></li> <li>• <i>Strategic planning and bodies responsible: launch of a working group (review and planning) for each SP – Rector’s Office, SP directors, FC, Administrative Coordinators, Executive Committee, External Relations Office, Career Center, Communications Office</i></li> </ul>
<p>3. A more international approach to teaching through an increase in teaching in English and in the number of non-Italian students.</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector and SP directors</i></li> <li>• <i>Processes involved in implementation: initial appraisal with all lecturers and Tutor Office</i></li> <li>• <i>Performance indicators: 80% of all teaching delivered in English</i></li> <li>• <i>Implementation timescale: initial appraisal and planning of roadmap: June 2018; finalization: September 2020</i></li> <li>• <i>Strategic planning and bodies responsible: organization of English training courses for existing non-English-speaking lecturers – Rector, Executive Committee, AD; publication of SPs on social media and international websites and attendance at international trade fairs on tertiary education and food – SP directors, Delegate for International Relations, Communications Office</i></li> </ul>
<p>4. An increase in the number of permanent lecturers and recruitment of young lecturers with international experience.</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector’s Office and Executive Committee</i></li> <li>• <i>Processes involved in implementation: publishing international expressions of interest and calls for applications</i></li> <li>• <i>Performance indicators: 20% increase in number of lecturers employed</i></li> <li>• <i>Implementation timescale: September 2020</i></li> <li>• <i>Strategic planning and bodies responsible: launching a process to identify strategic subject areas not covered by current lecturers – Rector’s Office, Delegate for Internationalization, FC, Executive Committee</i></li> </ul>
<p>5. An increase in international</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector</i></li> <li>• <i>Processes involved in implementation: increase in ERASMUS exchanges and involvement of visiting professors and alumni in teaching</i></li> </ul>

<p>student and lecturer exchanges through partnerships with international universities and by expanding the involvement of alumni in optional teaching and lab work.</p>	<ul style="list-style-type: none"> <li>• <i>Performance indicators: 10% increase in the number of lecturer and student exchanges and in the number of visiting professors/alumni involved in teaching activities; at least 5 alumni invited annually to run workshops and lab activities</i></li> <li>• <i>Implementation timescale: September 2020</i></li> <li>• <i>Strategic planning and bodies responsible: overall process of identifying the universities and subject areas for exchanges, both incoming and outgoing – Rector’s Office, Director of Internationalization, SP directors, FC, ERASMUS Delegate; process of identifying potential alumni with specific innovative skills to contribute to teaching – Rector’s Office, SP directors, FC, Career Center</i></li> </ul>
<p>6. Greater integration between classroom-based teaching, experiential learning and study trips and an increase in field studies.</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: SP directors, lecturers that coordinate study trips and Tutor Office (= Study Trip Office)</i></li> <li>• <i>Processes involved in implementation: initial appraisal with all lecturers and Tutor Office</i></li> <li>• <i>Performance indicators: 30% of study trips organized to have clear educational objectives, clearly stated Teaching &amp; Learning strategies and appropriate learning assessments; 50% of dissertations (UD and GD) resulting from experimental work and field studies</i></li> <li>• <i>Implementation timescale: initial appraisal and planning of roadmap: June 2018; finalization: September 2019</i></li> <li>• <i>Strategic planning and bodies responsible: launch of permanent working group for lecturers responsible for study trips – Tutor Office and SP directors; coordination and launch of courses relating to Research Methods within the various SPs – SP directors, FC, all lecturers</i></li> </ul>
<p>7. Improvement of teaching facilities and spaces and further implementation of e-learning platforms.</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Teaching Quality Director, AD</i></li> <li>• <i>Processes involved in implementation: improvement of existing equipment and exploration of new spaces; extending the use of the Blackboard platform to all SPs</i></li> <li>• <i>Performance indicators: 20% improvement in equipment and spaces compared to current facilities</i></li> <li>• <i>Implementation timescale: initial appraisal and planning of roadmap: June 2018; finalization: September 2020</i></li> <li>• <i>Strategic planning and bodies responsible: annual working group coordinated by the Teaching Director with the AD and Information Technology Office</i></li> </ul>

## Policy regarding research quality

The general aim for research at UNISG is to support the constant development of an international-level research environment, open to sharing ideas and to partnerships with other universities and research centers in Italy and abroad.

The specific objectives for 2018-2020 and the corresponding policies are as follows:

Objectives	Policies
<p>1.</p> <p>Launch of a PhD program.</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector, PhD Director, Research Director, Executive Committee</i></li> <li>• <i>Processes involved in implementation: accreditation, identification of interdisciplinary area and specific streams, proposition of PhD Faculty Committee</i></li> <li>• <i>Performance indicators: accreditation successfully sought, first 6 PhD scholarships awarded</i></li> <li>• <i>Implementation timescale: September 2019</i></li> <li>• <i>Strategic planning and bodies responsible: design of teaching and research objectives, structuring of the advanced training connected to the PhD, launch of the PhD Faculty Committee (including at least 30% international lecturers with a high scientific profile) and definition of 6 multidisciplinary “streams” in which each scholarship-holding PhD candidate will be placed – Rector’s Office, PhD Director, FC, AD, Executive Committee</i></li> </ul>
<p>2.</p> <p>Increased international-level basic research through partnerships and projects with international universities and research centers.</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector, Research Director and AD</i></li> <li>• <i>Processes involved in implementation: recruitment of additional staff in the Research Office; increase in proposed research projects in response to calls for research of clear international strategic importance (PRIN, Horizon and ERC); increase in research partnerships with international centers; launch of visiting researcher posts, lasting from 1 to 6 months</i></li> <li>• <i>Performance indicators: at least 10 PRIN, Horizon or ERC projects presented; at least 75% of research output (publications) carried out in collaboration with</i></li> </ul>

	<p><i>international universities (co-authoring); at least one visiting researcher position created</i></p> <ul style="list-style-type: none"> <li>• <i>Implementation timescale: initial appraisal and planning of roadmap: June 2018; finalization: September 2020</i></li> <li>• <i>Strategic planning and bodies responsible: launch of a Research Office with at least one person responsible for scientific/administrative matters and one person responsible for financial reporting – Rector, AD, Executive Committee; launch of a register of the university’s research projects and research output and a permanent working group for basic research – UNISG Research Director, lecturers, Research Office, AD; launch of fundraising for visiting researcher program – Research Director, Internationalization Director, External Relations Office, Executive Committee</i></li> </ul>
<p>3.</p> <p>Incentivization of improvements to the quality of the university’s basic scientific research and clustering into macro-areas.</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector and Research Director</i></li> <li>• <i>Processes involved in implementation: constant monitoring of all research projects presented and supported financially and all research output; drawing up of incentives relating to lecturers’ annual research fund and corresponding benefits relating to high-level research output following Valutazione della Qualità della Ricerca (Evaluation of Research Quality) criteria; clustering of all basic research at the university into 3-4 macro-areas</i></li> <li>• <i>Performance indicators: 30% increase in high-level research output (journals with impact factor, category A journals, books and chapters for internationally renowned university presses) compared to 2017; university research clustered into 3-4 macro-areas</i></li> <li>• <i>Implementation timescale: initial appraisal and planning of roadmap: June 2018; finalization: September 2020</i></li> <li>• <i>Strategic planning and bodies responsible: organization of an annual research day and reviews with international experts – Director of Research Area, lecturers, Research Office</i></li> </ul>
<p>4.</p> <p>Planning of research areas linked to food and regional studies in emerging areas of global gastronomy.</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector, Research Director and Internationalization Director</i></li> <li>• <i>Processes involved in implementation: planning the launch of research areas regarding food and regional studies (possible areas of focus: Africa, Near East, East Asia and Latin America)</i></li> <li>• <i>Performance indicators: launch of a research area entitled “African Food Systems”</i></li> <li>• <i>Implementation timescale: September 2020 for the first area</i></li> <li>• <i>Strategic planning and bodies responsible: launch of fundraising processes for these</i></li> </ul>



	<i>areas – Rector’s Office, Research Area Director and Internationalization Director, FC, Executive Committee, External Relations Office, Career Center</i>
5. Optimization of the structure of Strategic Research at the university and its financial sustainability.	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector, Research Director and AD</i></li> <li>• <i>Processes involved in implementation: annual review of research objectives (and any additional teaching and third mission objectives) for all areas of UNISG’s Strategic Research (Granaries of Memory, Ark of Taste, Orto (Food Gardens), LOCAL, Academic Tables)</i></li> <li>• <i>Performance indicators: each of the above areas to achieve complete independent financial sustainability</i></li> <li>• <i>Implementation timescale: initial appraisal and planning of roadmap: June 2018; finalization: September 2020</i></li> <li>• <i>Strategic planning and bodies responsible: working group for each of the areas of Strategic Research with review, planning (objectives) and corresponding budgeting – Rector’s Office, Research Area Director, Executive Committee, AD, Strategic Research General Manager, Strategic Research Area Coordinators and Supervisors</i></li> </ul>
6. Improved quality and economic impact of Applied Research.	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector, Research Director, External Relations Office and Executive Committee</i></li> <li>• <i>Processes involved in implementation: register of ongoing and potential applied research projects and planning of new projects</i></li> <li>• <i>Performance indicators: applied research projects to maintain the 2017 level of economic impact but with improved research output (measured according to international standards: ISE/Scopus, category A journals, chapters in books published by publishing houses with academic prestige)</i></li> <li>• <i>Implementation timescale: September 2020</i></li> <li>• <i>Strategic planning and bodies responsible: launch of applied research proposals evaluation group and review of financed and concluded projects (“APR committee”) – Rector, Research Director, External Relations Office, AD, Executive Committee</i></li> </ul>
7. Launch of an Ethics Committee that assesses and monitors ongoing research and especially planned research (for	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Rector, Research Director and Equal Opportunities Director</i></li> <li>• <i>Processes involved in implementation: launch of an Ethics Committee that assesses ongoing projects and approves research proposals that require ethical approval</i></li> <li>• <i>Performance indicators: launch of the Ethics Committee</i></li> <li>• <i>Implementation timescale: initial appraisal and planning of roadmap: June 2018; finalization: September 2019</i></li> </ul>

studies involving human and, if applicable, animal subjects).	<ul style="list-style-type: none"> <li>• <i>Strategic planning and bodies responsible: launch of the Ethics Committee – Rector’s Office, Research Director, Equal Opportunities Director, FC</i></li> </ul>
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### Policy regarding third mission quality

The university is part of a wide network of businesses, institutions and NGOs that represent innovation in the university’s primary area of focus (studying the phenomenon of food with the aim of achieving food sustainability and food sovereignty).

Over the years, UNISG has worked constantly to spread knowledge and engage the public by producing educational publications, organizing events for the general public, taking part in academic fairs and science festivals and communicating results regularly to both traditional and new media. The university recognizes that this public engagement is something that should be encouraged and strengthened, both in Italy and internationally.

The specific objectives for 2018-2020 and the corresponding policies are as follows:

Objectives	Policies
1. Design of an international Lifelong Learning (LLL) or “diffused university” format on the topic of food in collaboration with international universities and Slow Food.	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: President, Rector, “Diffused University”/LLL Director, Social and Cultural Third Mission Director</i></li> <li>• <i>Processes involved in implementation: initiation of review with all stakeholders, launch of initial experimental format, including the use of e-learning tools</i></li> <li>• <i>Performance indicators: being the first format active in at least two emerging countries</i></li> <li>• <i>Implementation timescale: initial appraisal and planning of roadmap: November 2018; finalization: September 2020</i></li> <li>• <i>Spring 2020</i></li> <li>• <i>Strategic planning and bodies responsible: launch of format and corresponding syllabuses and lecturers – President’s Office, Rector’s Office, FC, lecturers</i></li> </ul>
2. Strengthening of relationships with the local area and the general public.	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Social and Cultural Third Mission Director, Conferences Director and Research Director</i></li> <li>• <i>Processes involved in implementation: planning of conferences open to residents of Pollenzo and Bra; strengthening of public engagement activities in research and increased communication of research activities to the media</i></li> </ul>

	<ul style="list-style-type: none"> <li>• <i>Performance indicators: at least 20% of conferences open to local residents; planning of a research open day; 20% increase in the release of UNISG’s results to the media</i></li> <li>• <i>Implementation timescale: September 2019</i></li> <li>• <i>Strategic planning and bodies responsible: all necessary planning and communication of conferences to local residents; launch and communication of the research open day and increase in the release of research results to the media –Social and Cultural Third Mission Director, Conferences Director and Research Director, FC, Communications Office</i></li> </ul>
<p>3. Consolidation and launch of initiatives aimed at improving inclusivity (United Nations Sustainable Development Goal 4).</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: Social and Cultural Third Mission Director</i></li> <li>• <i>Processes involved in implementation: development of the Migrant Film Festival; launch of courses dedicated to refugees and their trainers (UNHCR project)</i></li> <li>• <i>Performance indicators: 20% increase in attendance at the Migrant Film Festival compared to 2017; launch and long-term consolidation of training initiatives for refugees and migrants</i></li> <li>• <i>Implementation timescale: July 2018</i></li> <li>• <i>Strategic planning and bodies responsible: organization, publicity and implementation of the Migrant Food Festival, making it permanent; permanent launch of training courses for marginalized groups – Social and Cultural Third Mission Director, FC, lecturers, Film Office</i></li> </ul>
<p>4. Founding of relationships with business and institutional Strategic Partners and Contributing Members and promotion of an innovation incubator.</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: External Relations Office and Career Center</i></li> <li>• <i>Processes involved in implementation: planning of termly meetings with business and institutional Strategic Partners and Contributing Members; launch of a space/incubator where business representatives, alumni and interested students can exchange ideas</i></li> <li>• <i>Performance indicators: organization of meetings and events with food producers and institutional organizations and launch of the incubator</i></li> <li>• <i>Implementation timescale: initial appraisal and planning of roadmap: June 2018; finalization: September 2019</i></li> <li>• <i>Strategic planning and bodies responsible: launch of a permanent working group with business and institutional partners and alumni – External Relations Office, Career Center, lecturers</i></li> </ul>
<p>5.</p>	<ul style="list-style-type: none"> <li>• <i>Responsible for policy: External Relations Office</i></li> <li>• <i>Processes involved in implementation: planning and implementation of brief, on-</i></li> </ul>

<p>Implementation of a program of brief, on-demand courses based on requests from prestigious national and international stakeholders.</p>	<p><i>demand courses based on requests from business and institutional partners, using the skills both of lecturers within the university and external professionals and alumni</i></p> <ul style="list-style-type: none"> <li>• <i>Performance indicators: organization of at least 5 courses a year</i></li> <li>• <i>Implementation timescale: July 2019</i></li> <li>• <i>Strategic planning and bodies responsible: formation of an informal working group involving Partners and the External Relations Office; planning and implementation of the courses – External Relations Office, FC, lecturers</i></li> </ul>
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### **General planning and quality assurance policies**

UNISG sets out the general processes pertaining to quality assurance in its planning activities.

The Rector and the university's governance bodies (the FC and the executive agency of the Board of Directors, i.e. the Executive Committee) consider the reports from the periodic reassessment and the documents produced by the QU, the Joint Teacher-Student Committee and the EvC.

The launch of planning policies in the area of teaching requires the monitoring and reassessment of pre-existing study programs and the definition of learning objectives that match UNISG's mission and ensure economic and financial stability (ensuring the necessary resources are available for newly founded study programs).

To monitor the quality of the teaching program, the Rector, FC and Executive Committee will assess the following aspects for every newly founded study program and every review of existing study programs:

- ❖ Analysis of whether all aspects of the teaching provided are in line with UNISG's mission.
- ❖ The strategic reasoning behind the design of new study programs or the redesign of existing programs.
- ❖ Analysis of the demand for teaching based on needs assessed at an international level.
- ❖ Analysis of the skills offered by the study programs and the expected learning outcomes.
- ❖ The existence of pre-existing/"resident" teaching resources with the necessary scientific and cultural skills to meet the new teaching demand.

For accreditation purposes, the Evaluation Committee assesses whether newly designed or changed study programs are in line with the rules set out in the relevant ministerial decrees.

The policies concerning the university's Internal Quality Assurance System (IQAS) are:

- defined by the academic governance bodies (FC).

- implemented by the QU.
- assessed by the EvC.

The academic governance bodies (Rector, FC and EC) define the quality assurance guidelines and policies, in compliance with current legislation and national guidelines, aiming to ensure a constant improvement in quality.

In particular, the university's Quality Unit, proposed by the Rector and FC and nominated by the EC with an emphasis on specific skills in various fields of quality management, is an operational working group that:

- promotes the culture of quality by involving everyone involved in the IQAS.
- suggests quality assurance tools and procedures to the Rector, FC and EC.
- checks the processes put in place to improve quality have been applied and are effective.
- suggests training activities relating to the IQAS to the Rector.
- coordinates self-assessment and accreditation of the study programs.
- ensures the necessary information flows between everyone involved in the IQAS are in place.