



STATUTE OF THE UNIVERSITY OF FERRARA

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TITLE I - GENERAL PRINCIPLES

Article 1 - Establishment and purposes

1. The University of Ferrara (hereinafter the University), established in 1391, is organised in the form of a public institution and is endowed with scientific, educational and organisational autonomy, as well as financial and accounting autonomy. It develops and disseminates culture, sciences and higher education through the indivisible exercise of research and teaching activities and scientific and cultural cooperation with Italian and foreign institutions.
2. The University, in accordance with the principles of the Italian Constitution, affirms its pluralist and secular nature and independence from any form of conditioning.
3. The University, in its organisation and activity, shall observe and promote the principles of simplification, rational sizing of organisational structures, efficiency and the effectiveness and sustainability of its activities, in order to pursue the aims established by law and by this Statute.
4. The University's emblem portrays an olive tree standing on a mount with three silver-coloured summits, on top of a green field against a sky-blue background; the shield is decorated with a ducal crown and completed at the base by two intertwined branches, olive and laurel.

Article 2 - University community

1. The University community is made up of students, professors, researchers and technical and administrative staff, as well as all those who, in various capacities, spend periods of research, teaching and study at the University.

Article 3 - Freedom of research, teaching and study

1. The University shall guarantee research autonomy, teaching freedom and equal opportunities of access to funding for research, as well as to the facilities and tools necessary to conduct it.
2. The University shall pursue its aims with due respect for human dignity, the pluralism of ideas and the transparency of information and procedures. The University shall protect the full freedom of ideas and the expression of political, trade union and religious freedom; it shall ensure that all members of the university community enjoy the necessary conditions for freely expressing and communicating their thought.
3. All disciplines shall have equal dignity.

Article 4 - Right to education

1. The University shall contribute, within the limits of its means and competences, to guaranteeing

the right of students to attain their objectives in respect of cultural education and professional training, also through paths of excellence and innovative teaching methods, organised directly and/or with specific institutions of its own or in which it participates.

2. The University shall likewise promote a management of the right to education that takes account of the obstacles of an economic and social nature and arising from conditions of disability that prevent students from fulfilling their educational objectives.
3. The University shall recognise the residence of students as an essential part of the educational and training process.

Article 5 - Equal opportunity and non-discrimination

1. The University shall establish and promote suitable structures and initiatives for the implementation of the constitutional principles of equal opportunity and non-discrimination, as well as promoting diversity in both work and study.
2. The University shall ensure respect for the constitutional principle of equal opportunities for men and women in gaining access to public offices, promote the equal representation of both genders in the appointment of the members of every University body and a balanced presence of the genders also in elective bodies.
3. In the drafting of documents, the University shall use a language that reflects awareness of and respect and appreciation for gender differences.

Article 6 - Code of ethics

1. The University shall adopt the Code of Ethics of the university community.
2. The Code of Ethics, in accordance with the fundamental values of the university community, shall promote the recognition and observance of individual rights and acceptance of the duties and responsibilities towards the institution to which the members of the community belong; the Code of Ethics shall set the rules of conduct within the community.
3. The provisions of the Code of Ethics shall be aimed at preventing all forms of discrimination and abuse and at governing cases of conflict of interests or relating to intellectual property.
4. The Code of Ethics shall be approved by an absolute majority of members of the Academic Senate, subject to the favourable opinion of the Board of Directors.

Article 7 - Quality of university life

1. The University shall promote the quality of life of the university community, in particular as regards: work and study conditions, workplace health and safety, physical, mental and social

wellbeing during the conduct of activities, reconciliation of work and private life, the full inclusion of people with disabilities, the transcending of barriers of every type, and support to cultural, sports and recreational activities.

Article 8 - Implementation of institutional aims

1. In order to achieve its objectives, the University shall engage in scientific research, teaching and experimental activities and in the provision of health care services, also with the collaboration and support of public and private individuals and entities, both Italian and foreign.
2. The University is organised into research, teaching, health care and service divisions.
3. The University shall enter into arrangements and contracts and conclude agreements, also in the framework of consortiums or federations, with other universities, state authorities, public and private entities and natural and legal persons.
4. The University may participate in the establishment and become a member of associations, foundations and corporations that have purposes consistent with its own institutional aims, both in Italy and abroad.
5. In order to assure the constant improvement of its levels of quality and an optimal management of the available resources, the University shall arrange for a periodic audit, also to be conducted by outside bodies, of its scientific, teaching and administrative activities, as well as those connected to the Third Mission.
6. The University shall promote the transfer of technologies and innovation to the production system.
7. In its strategic policies, the University shall favour the involvement of the communities in which it operates; it shall recognise the importance of cooperation with local bodies and institutions, in observance of the respective autonomies and aims, for the cultural, social and economic development of the local community.
8. The University shall nurture and enhance relations with its alumni and promote relations with the actors, including associations, whose objective is to maintain and develop such relations.

Article 9 - Scientific research

1. The University shall promote basic and applied scientific and technological research and implement all valid tools for the planning, organisation, funding, management and verification of facilities and activities.
2. Research activity, which shall take place primarily at the University, shall be a qualifying task of

every university professor and researcher.

3. In its strategic and planning documents, the University shall define, consistently with its capabilities, funds to be allocated to research on the basis of criteria of documented scientific productivity; it shall prioritise high quality projects, which it shall assess by applying validated procedures in line with international standards; the University shall likewise favour participation in European and international calls for proposals.
4. The University shall adhere to principles of open access to scientific literature and promote the free online dissemination of the results of research to ensure the broadest knowledge thereof, while respecting the protection of intellectual property and the ongoing agreements with public and private bodies, entities and individuals.
5. The University may enter into agreements and contracts, it may provide consultancy services and shall be free to accept funds, contributions and donations, as well as to establish relationships of cooperation with the State, regional authorities and other national and international public and private entities.
6. The University shall incentivise activities capable of generating results giving rise to industrial and intellectual property rights and of favouring business initiatives on the basis of the results of university research.
7. The University shall ensure that scientific experimentation is conducted in accordance with the principles of respect for living beings, human dignity, environmental protection and sustainability.
8. The University shall pursue the constant improvement of scientific research and develop, also relying on outside experts, specific systems for the assessment and self-assessment of the quality of the research conducted in the Departments, in doctoral programmes and in all projects funded by the University.

Article 10 - Teaching

1. The University shall have the task of preparing students on a cultural and professional level and of enabling the acquisition of knowledge, experience and methodologies consistent with the educational qualification they intend to obtain.
2. In order to assure an effective educational activity, the University shall promote the coordination of teaching activities and programmes and every other related initiative.
3. The University shall encourage seeking and experimenting with new teaching methods.
4. The University shall engage in teaching activity for the awarding of qualifications recognised by

current legislation and shall promote agreements and arrangements with national and international university and research institutions and with public or private bodies in order to offer students broader educational opportunities and the possibility of obtaining double and joint national and international degrees.

5. The University may establish first- and second-level master's degree programmes and scientific specialisation and permanent or recurrent higher education programmes, at the end of which university qualifications may be awarded.
6. The University may also establish pre-degree programmes and issue the relevant certificates.
7. The University shall support the educational and research activities provided for in doctoral and specialisation programmes, also through the establishment of scholarships.
8. The University may set up, also in partnership with public and private bodies and under its own scientific and teaching responsibility, extracurricular courses with the attribution of credits to participants who have passed the corresponding final exams. Such credits may be recognised for the purpose of obtaining the educational qualifications awarded by the University.
9. The University shall establish mentoring programmes according to the aims and methods provided for by law; mentoring programmes shall be governed by special regulations approved by the Academic Senate, upon hearing the the opinion of the Student Council.
10. The University shall undertake to facilitate the orientation of its graduates and their integration into the world of work and study.
11. The University shall pursue the constant improvement of teaching activity and avail itself of auditing tools, also with the aid of outside experts, in order to measure the quality of teaching activities and the effectiveness and efficiency of services.
12. In order to meet documented teaching needs, the University may assign official courses and supplemental teaching courses to individuals other than permanent members of staff of Italian universities who possess a scientific and/or professional qualification suited to the nature and type of assignment; the attribution of such assignments shall take place within the limits and according to the procedures provided for by specific University regulations drafted in accordance with current legislation.
13. The University shall establish and promote cultural, scientific, technical and professional activities of orientation, training, updating and specialisation, also on behalf of outside persons; for such courses the University may issue specific certificates.

Article 11 - Third Mission

1. The University recognises, among its institutional aims, the direct and indirect participation in the cultural, social and economic promotion of knowledge.
2. In relation to its role as a public institution at the service of the community, the University shall promote and engage in activity with educational and cultural value and aimed at the protection of public health and the development of society.
3. The University shall support applied activities geared towards innovation and technological transfer, in accordance with the reference legislation and the responsibilities connected to its nature as a public institution.
4. The University shall promote the results of research conducted in its own departments, also by supporting the formation and initial development of spin-off companies operating in science-, technology- and knowledge-intensive sectors.

Article 12 - International relations

1. The University includes internationalisation among its institutional objectives, recognises that it belongs to the European Research and Higher Education Area and adopts its principles and tools.
2. In order to achieve international cooperation, the University shall:
 - a) collaborate with Italian, foreign and international organisations in the definition and development of scientific cooperation and educational programmes;
 - b) enter into agreements and arrangements with European and non-European universities and cultural and scientific institutions with the aim of participating in international networks;
 - c) promote and encourage international exchanges of teachers, students, graduates and technical-administrative staff, also through initiatives of a financial nature;
 - d) support the establishment of teachings and Study Programmes in languages other than Italian, reciprocal conferment and recognition of educational qualifications with other countries, and integrated educational programmes with foreign universities;
 - e) promote participation in scientific research and technological development programmes of the European Union.
3. The University may provide facilities to accommodate Italian or foreign scholars and students, also in cooperation with other bodies and in particular those responsible for guaranteeing the right to education.

Article 13 - Information and communication obligations

1. The University recognises that information and communication, also in digital form, represent essential conditions for assuring the participation of students, teachers and technical-administrative staff in the life of the University.
2. The University shall undertake to make information about its activity and its operation accessible, also through digital platforms; in particular it shall guarantee prompt public disclosure and dissemination of the meeting agendas and resolutions of the collective bodies, in accordance with the provisions of law and University regulations.

TITLE II - CENTRAL BODIES AND STRUCTURES OF THE UNIVERSITY

SECTION I - BODIES

Article 14 - Rector

1. The Rector shall represent the University for all legal purposes and shall be responsible for academic governance as well as the University's objectives and programmes, in observance of the law and the Statute.
2. The Rector shall:
 - a) promote and coordinate scientific and teaching activities;
 - b) assure that the University pursues its aims according to criteria of quality and in observance of principles of efficacy, efficiency, cost-effectiveness, transparency and promotion of merit;
 - c) submit the University's three-year planning document to the Board of Directors as required by law, taking into account the proposals and opinions of the Academic Senate;
 - d) submit yearly and multi-year budgets and financial statements to the Board of Directors, as required under the applicable legislation currently in force, as well as the General Administration and Accounting Regulations;
 - e) propose, to the Board of Directors, the appointment, reappointment and, where necessary, the extension of the term of the Director General, after obtaining the opinion of the Academic Senate; propose the revocation of the Director General's appointment to the Board of Directors, after obtaining the opinion of the Academic Senate, in accordance with current private law provisions regarding fixed-term employment contracts;
 - f) appoint by decree the members of the University bodies and structures, which he or she shall establish in accordance with the provisions of this Statute;
 - g) appoint the coordinator of the Evaluation Unit, after hearing the opinion of the Board of

Directors;

- h) call and preside over meetings of the Academic Senate and the Board of Directors and assure the implementation of the resolutions of the Academic Senate and of the Board of Directors;
 - i) convene the collective bodies or structures not presided over by him or her for the installation meeting;
 - j) issue by decree the University regulations and those of the individual departments and structures, upon their approval by the Academic Senate and the Board of Directors according to their respective competence;
 - k) ensure the application of the Statute and regulations;
 - l) present a yearly public report on the state of the University's activities;
 - m) initiate disciplinary proceedings involving teaching staff and impose disciplinary sanctions that go no further than censure, after hearing the advisory opinion of the Disciplinary Board;
 - n) adopt, under his or her own responsibility, exclusively in special cases of necessity and urgency, measures regarding matters falling within the competence of the Academic Senate and the Board of Directors. Such measures shall be subject to ratification by the competent body in its first subsequent meeting;
 - o) perform every other function not expressly attributed by the Statute to other bodies;
 - p) fulfil every other duty assigned by law, this Statute and the University regulations.
3. The term of office of the Rector shall be as established by law.
4. The Rector shall be elected from among full-time full professors, currently serving in Italian universities.
5. Those entitled to vote shall include:
- a) tenured professors and researchers;
 - b) visiting professors and researchers employed on a fixed-term basis;
 - c) technical-administrative staff with open-ended and fixed-term contracts, with an individual vote weighted so that the sum of the equivalent votes of the total having voting rights in this category corresponds to 12% of the tenured professors;
 - d) student representatives elected in the Academic Senate, in the Board of Directors, in Department and Faculty Councils, in the Student Council, in Joint Teacher-Student Committees, in the Study Programme Councils and in the Evaluation Unit, with an individual vote weighted so that the sum of the equivalent votes of the total having voting rights in the category corresponds to 10% of the tenured professors. In no case may the weight of

an individual vote be greater than one.

6. The rules and methods of the election procedure shall be established by the General Regulations of the University.
7. The Rector shall designate, from among full professors, a Vice-Rector with deputy functions, which shall be exercised in the event that the Rector is absent or unable to perform his or her duties. He or she may also designate other Vice-Rectors and Delegates with specific functions. The Delegates and Vice-Rectors, shall meet periodically, when convened by the Rector, to coordinate their respective activities.
8. In the event of early termination of the Rector, the functions thereof shall be taken over by the Deputy Vice-Rector.
9. If the body of voters as per paragraph 5 approves a motion of no confidence against the Rector, the functions thereof shall be taken over by the most senior member of the Board of Directors, who must be a full professor.
10. In the cases envisaged in the preceding paragraphs 8 and 9, the most senior member of the University academic staff shall immediately call an election.
11. The Rector shall be entitled to remuneration, established by the Board of Directors, within the limits provided for by law.
12. The Vice-Rector with deputy functions, Vice-Rectors and Delegates of the Rector with specific functions may, upon a proposal by the Rector, be paid remuneration, established by the Board of Directors, after hearing the opinion of the Auditors, within the limits allowed by law.

Article 15 - Academic Senate

1. The Academic Senate shall exercise the following functions; it shall:
 - a) approve, by an absolute majority of its members, the present Statute and amendments hereto, subject to the favourable opinion of the Board of Directors, expressed by an absolute majority of its members;
 - b) approve, by an absolute majority of its members, the Statute of the Faculties or Schools, subject to the favourable opinion of the Board of Directors;
 - c) approve, by an absolute majority of its members, the General Regulations of the University, subject to the favourable opinion of the Board of Directors, expressed by an absolute majority of its members;
 - d) approve, by an absolute majority of its members, the University Teaching Regulations, subject to the favourable opinion of the Board of Directors, expressed by an absolute

- majority of its members, after hearing the Student Council;
- e) define the quality policies, in accordance with the University's strategic guidelines, after hearing the opinion of the Board of Directors;
 - f) approve, subject to the favourable opinion of the Board of Directors, regulations governing teaching and research, including those within the competence of the Departments and the liaison structures responsible for the coordination and rationalisation of teaching activities as provided for under current legislation;
 - g) approve, by an absolute majority of its members, subject to the favourable opinion of the Board of Directors, the Code of Ethics required by law; on a proposal by the Rector, it shall decide, by an absolute majority of its members, on violations of the Code of Ethics that do not fall within the competence of the Disciplinary Board;
 - h) designate, by an absolute majority, the five members of the Board of Directors occupying permanent University positions (professors, researchers, technical-administrative staff), at least two of whom tenured full professors;
 - i) designate, by an absolute majority, the two external members, who must not have held positions at the University for at least three years;
 - j) designate the Chairperson of the Board of Auditors, selected from among administrative and accounting magistrates and government legal advisors;
 - k) perform functions of coordination and maintain relations with the Departments and the liaison structures responsible for the coordination and rationalisation of teaching activities as provided for under current legislation;
 - l) formulate proposals and express opinions in regard to teaching, research and student services;
 - m) formulate proposals and express opinions regarding the University's strategic policies;
 - n) formulate proposals and express mandatory opinions on yearly and three-year planning regarding teaching, research, management and technical-administrative staff;
 - o) formulate proposals and express mandatory opinions, consistent with the University's planning, regarding the requests to fill professor and researcher positions formulated by the Departments and, on conclusion of recruitment procedures, the proposals of appointments;
 - p) express mandatory opinions on the internal and external mobility of professors and researchers;
 - q) express opinions on the Rector's proposals for the appointment, re-appointment, revocation

of appointment and, where applicable, extension of the term of the Director General;

- r) formulate proposals and express mandatory opinions in respect of the creation, modification and abolition of Study Programmes, campus locations, Departments, Faculties or Schools and other Centres endowed with management and budget autonomy; opinions on the creation, modification and abolition of campus locations, Departments, Faculties or Schools shall be expressed by an absolute majority of the members;
 - s) express mandatory opinions on the yearly and multi-year budgets and financial statements required by the relevant legislation currently in force, as well as on the University's three-year planning document;
 - t) express opinions regarding the determination of the tuition fees and contributions to be paid by students and initiatives aimed at guaranteeing the right to education;
 - u) formulate proposals and express opinions to the competent bodies regarding the methods of assessment and results achieved by the teaching and research structures, also on the basis of the reports of the Evaluation Unit, the Quality Assurance Unit, the Joint Teacher-Student Committees and the opinions of the Research and Third Mission Council;
 - v) formulate proposals and express opinions on the University's building plans;
 - w) express opinions on proposals for the establishment of or the University's participation in interuniversity centres, consortiums, foundations, associations or societies, as well as in respect of agreements and contracts relating to teaching activity and research;
 - x) express opinions on the purchase and disposal of real estate assets;
 - y) formulate proposals and express opinions in all matters submitted to its scrutiny at the Rector's discretion;
 - z) fulfill any other duties assigned to it by law, this Statute and the University regulations.
2. The Academic Senate may, by a resolution adopted by a two-thirds majority of its members, propose, to those with voting rights, a motion of no confidence in the Rector, no earlier than two years after the start of his or her term of office.
3. The Academic Senate shall be made up of:
- a) the Rector, an ex officio member, who shall preside thereover;
 - b) twelve representatives of the Departments made up of at least thirty-five regular members (among full professors, visiting professors with a fixed-term contract, associate professors, and researchers employed both on a permanent and fixed-term basis), including all of the Department Directors, if they are less than 13 in number;

- c) the President of the Research and Third Mission Council;
 - d) four members elected from among associate professors and tenured researchers, so as to reflect the different scientific and subject areas of the University; associate professors and researchers employed both on a permanent and fixed-term basis shall be entitled to vote;
 - e) two representatives of the technical-administrative staff, elected by the Technical-Administrative Staff Council and belonging to the the University's permanent technical-administrative staff;
 - f) four student representatives elected by the Student Council from among its members.
4. The rules and methods of the procedure for electing members of the Academic Senate and for designation by the Academic Senate shall be established by the General Regulations of the University.
 5. The Deputy Vice-Rector may be invited by the Rector to attend working sessions of the Academic Senate, without voting rights.
 6. The Academic Senate shall be convened by the Rector at least every two months or at the request of at least one third of its members.
 7. The Academic Senate shall remain in office for four years. The Rector, the President of the Research and Third Mission Council and Directors shall remain in office for the duration of their appointment. The student representatives shall remain in office for two years. The appointment may be renewed consecutively only once.
 8. The Director General shall participate in the Senate in the role of secretary and may be assisted by a person designated by him or her for the purpose of recording the minutes.

Article 16 - Board of Directors

1. The Board of Directors is the body that manages and oversees the University's administrative, financial and accounting activities.
2. The Board of Directors shall exercise the following functions; it shall:
 - a) define the University's strategic policies, after hearing the opinion of the Academic Senate;
 - b) monitor the financial and economic sustainability of the University's activity;
 - c) on a proposal by the Rector and after hearing the opinion of the Academic Senate, approve the yearly and multi-year budgets and financial statements required under current legislation and the yearly and three-year plans regarding teaching, research, management and technical-administrative staff; it shall submit the yearly and multi-year budgets and financial statements required under current legislation to the Ministry for Education,

- Universities and Research and the Ministry of Economy and Finance;
- d) approve, by an absolute majority of its members, the General Administration and Accounting Regulations;
 - e) approve, after hearing the opinion of the Academic Senate, the creation, modification or abolition of Study Programmes, campus locations, Faculties or Schools and of other Centres endowed with management and budget autonomy; the creation, modification and abolition of campus locations, Faculties or Schools shall be approved by an absolute majority of the members;
 - f) adopt resolutions, by an absolute majority of its members, for the establishment, modification and abolition of Departments, after hearing the opinion of the Academic Senate;
 - g) adopt resolutions regarding the procedures for recruiting teaching staff, upon a Department's proposal to appoint university professors and researchers, and regarding the mobility of teaching staff, after hearing the opinion of the Academic Senate;
 - h) approve building plans, after hearing the opinion of the Academic Senate; approve purchases and disposals of real estate assets, after hearing the opinion of the Academic Senate, and the leasing of real estate; approve the purchase and disposal of registered movable assets;
 - i) approve agreements and contracts. In respect of agreements and contracts relating to teaching activity and research it shall obtain the opinion of the Academic Senate;
 - j) approve proposals for the establishment of or the University's participation in interuniversity centres, bodies, consortiums, foundations, associations or societies, after hearing the opinion of the Academic Senate;
 - k) adopt resolutions regarding calls for tenders for work, service and supply contracts, in accordance with the provisions of law;
 - l) approve measures related to the determination of the tuition fees and contributions to be paid by students, after hearing the opinions of the Academic Senate and Student Council;
 - m) approve the general rules for the conduct of activities self-managed by students, after hearing the Student Council;
 - n) appoint, on a proposal by the Rector, the Director General, or reappoint the latter, or, where necessary, extend his or her term of office, after hearing the opinion of the Academic Senate; revoke, on a proposal by the Rector, the Director General's appointment with a resolution

- for which grounds are duly given, after obtaining the opinion of the Academic Senate, in accordance with current private law provisions regarding fixed-term employment contracts;
- o) designate the members of the Evaluation Unit;
 - p) adopt resolutions, in the absence of student representatives, regarding disciplinary sanctions to be imposed on university professors and researchers, upon the conclusion of the procedure provided for by law;
 - q) establish which teaching staff positions shall have a duty allowance assigned to them and determine the amounts thereof; establish the amount of the attendance fee due to members of the Board of Directors, within the limits allowed by law; establish the remuneration of the Board of Auditors, within the limits allowed by law;
 - r) approve a social report to inform the entire community and stakeholders of the choices made, the activities carried out and the services provided, and to account for the resources used to that end in relation to the institutional objectives;
 - s) approve the gender report;
 - t) determine the criteria for the assessment of administrative activities;
 - u) express an opinion to the competent bodies regarding the University's quality policies;
 - v) express an opinion to the Academic Senate on the approval of the Statute of the University and of the University Faculties or Schools and the amendment thereof; the opinion on the University Statute shall be expressed by an absolute majority of the members;
 - w) express an opinion to the Academic Senate on the approval of the University's General Regulations and the University's Teaching Regulations; the opinion shall be expressed by an absolute majority of the members;
 - x) express an opinion to the Academic Senate on the approval of the regulations governing teaching and research, including those within the competence of the Departments and liaison structures responsible for the coordination and rationalisation of teaching activities as provided for by law;
 - y) express an opinion to the Academic Senate on the approval of the Code of Ethics;
 - z) carry out every other function assigned to it by law, this Statute and the University regulations.

3. The resolutions of the Board of Directors for which an opinion of the Academic Senate is required shall be adopted by an absolute majority of those entitled to vote, should the Senate have given a negative or conditional opinion. As regards resolutions to be adopted by a relative

majority, the Chairperson shall have the casting vote in the event of a tie.

4. The Board of Directors shall be made up of:
 - a) the Rector, ex officio member;
 - b) two student representatives, elected by the Student Council;
 - c) five members belonging to permanent University staff (professors, researchers, technical-administrative staff), at least two of whom tenured full professors;
 - d) two members who have not held positions at the University for at least three years; they shall be precluded from employment by the University for the their entire term of office.
5. The members as defined in paragraph 4 letters c) and d) of the present article must be in possession of management skills. Such members shall be designated by an absolute majority of members of the Academic Senate and chosen from among qualified candidates following a public notice of selection.
6. Board members shall be elected or designated in observance, by each member, of the constitutional principle of equal opportunities for men and women in gaining access to public office.
7. The rules and methods of the procedure for electing and designating members of the Board of Directors shall be established by the General Regulations of the University.
8. The Board of Directors shall be appointed by decree of the Rector and shall remain in office for four years. The student representatives shall remain in office for two years. The members of the Board of Directors may be re-elected or designated again only once.
9. The Director General shall participate in the Board in the role of secretary and may be assisted by a person designated by him or her for the purpose of recording the minutes.
10. At least one member of the Board of Auditors shall attend meetings of the Board of Directors.
11. The Deputy Vice-Rector may be invited by the Rector to attend working sessions of the Board of Directors, without voting rights.

Article 17 - Board of Auditors

1. The University shall set up a Board of Auditors as an independent internal consulting and supervisory body tasked with monitoring the regularity of the University's administrative, financial, accounting and asset management.
2. The tasks and operating procedures of the Board shall be established by the General Administration and Accounting Regulations, in observance of the current provisions of law.
3. At least one member of the Board of Auditors shall attend Board of Directors meetings.

4. The Board of Auditors shall be made up of: three regular members and two alternate members, of whom one regular member, who shall act as chairperson, shall be designated by the Academic Senate, selected from among administrative and accounting magistrates and government legal advisors and appointed by the Rector; one regular member and one alternate member designated by the Ministry of Economy and Finance; and one regular member and one alternate member designated by the Ministry for Education, Universities and Research.
5. The members shall be appointed by decree of the Rector; the term of office shall be four years; the appointment may be renewed only once.
6. The curriculum vitae of Board members shall be published on the University website.
7. Employees of the University, members of the Board of Directors, spouses, relatives or in-laws of employees, within the fourth degree of kinship, of the University or members of the Board of Directors, persons who presently hold or have received, in the 12 months prior to the appointment, teaching positions or professional or consulting appointments from the University or are currently engaged in activity under contract to the University shall not be eligible for membership in the Board of Auditors.
8. At least two regular members of the Board must be listed in the Italian Register of Statutory Auditors.

Article 18 - University Evaluation Unit

1. The Evaluation Unit, in observance of the principle of the freedom of teaching and research, shall, in full autonomy and according to its own organisational procedures, exercise the function of verifying the quality and effectiveness of the courses offered, research activity, the Third Mission and management and technical-administrative activities.
2. The Evaluation Unit shall verify:
 - a) the quality, effectiveness and sustainability of the educational offerings, also on the basis of the indicators identified by the Joint Teacher-Student Committees set up in the Departments and/or Faculties or Schools and self-assessment reports on the Study Programmes;
 - b) the correct use of public resources;
 - c) the research activity conducted by the Departments;
 - d) the adequacy of the scientific or professional backgrounds of holders of teaching contracts;
 - e) the efficiency, effectiveness and quality of the structures and offices providing services;
 - f) the impartiality and soundness of administrative action;
 - g) the effectiveness of initiatives supporting the right to education;

- h) the results and good practices in the promotion of equal opportunities.
3. With the aim of promoting merit and the improvement of organisational and individual activities, the Evaluation Unit shall exercise:
 - a) in coordination with the activity of the National Agency for the Evaluation of Universities and Research Institutes, functions of verifying and promoting the correctness of measurement and evaluation processes, the overall performance of the system for evaluating the structures, offices and staff and the transparency and integrity of controls;
 - b) functions of evaluation and issuing recommendations in respect of the University's quality policies;
 - c) other functions assigned to it by current legislation and the University's regulations.
 4. The Evaluation Unit shall collaborate with the Auditors for the purpose of coordination with the University's other oversight systems.
 5. The Evaluation Unit shall be made up of six members, at least two of whom experts in the evaluation of matters also of a non-academic nature, designated by the Board of Directors. Its members shall include:
 - a) a tenured professor of the University;
 - b) four highly qualified professionals who have not held a position at the University for at least 3 years and whose curriculum vitae shall be made public on the University website;
 - c) a student representative designated by the Student Council.
 6. The coordinator of the Evaluation Unit shall be appointed by the Rector, after hearing the Board of Directors.
 7. The Evaluation Unit shall remain in office for four years; the student representative shall remain in office for two years and may be reappointed only once.
 8. The members of the Evaluation Unit cannot:
 - a) hold other academic positions;
 - b) have had, in the three years preceding their appointment, or have, for the duration of their term of office, positions in or working relationships with political or labour organisations;
 - c) perform functions tied to the planning, funding and evaluation of university activities in the Ministry for Universities, Education and Research or in the Italian National Agency for the Evaluation of Universities and Research Institutes.
 9. The University shall guarantee the Unit operating autonomy, the right to access the necessary data and information, as well as the public disclosure and dissemination of the acts thereof, in

accordance with current legislation.

10. The Evaluation Unit shall submit periodic reports to the Rector and other competent University bodies, as required under the applicable legislation.
11. The Unit's acts and evaluations shall be made public and the University shall ensure the dissemination thereof, also relying on digital tools.

Article 19 - Director General

1. The Director General shall be appointed by the Board of Directors, on a proposal by the Rector, after hearing the opinion of the Academic Senate.
2. The Director General shall be selected from among persons with high professional qualifications and proven long-time experience in management roles.
3. The position of Director General shall be governed under private law with a fixed-term contract of a duration not to exceed four years, but renewable; the remuneration shall be established in accordance with the criteria and parameters established by law. The renewal and, where necessary, the extension of the contract shall be decided by a resolution of the Board of Directors, for which grounds shall be duly given, on a proposal by the Rector and after obtaining the opinion of the Academic Senate.
4. The Director General may have his or her appointment revoked by a resolution of the Board of Directors, for which grounds shall be duly given, on a proposal by the Rector and after acquiring the opinion of the Academic Senate, in accordance with current private law provisions regarding fixed-term employment contracts.
5. The Director General shall be responsible, on the basis of the guidelines provided by the Board of Directors, for the overall management and organisation of services, instrumental resources and the technical-administrative staff of the University, as well as being entrusted with the tasks, to the extent compatible, defined in Art. 16 of Legislative Decree no. 165 of 30 March 2001 and subsequent amendments and additions.
6. In particular, the Director General shall:
 - a) be responsible for measures related to administration and the operation and coordination of offices and services;
 - b) provide for the implementation of resolutions of the central governing bodies of the University and the competent structures thereof;
 - c) engage in a general activity of guidance, direction and oversight vis-à-vis the technical-administrative staff, also in relation to management control results;

- d) define the general office organisation criteria;
 - e) issue measures related to the management of technical-administrative staff;
 - f) represent, together with the Rector or a person delegated by him, the public delegation in decentralised contract negotiations;
 - g) participate in meetings of the Board of Directors and the Academic Senate, without voting rights, and act as secretary;
 - h) fulfill any other duties assigned to the Director General by law, this Statute and the University regulations.
7. The Director General may choose a Deputy Director General from among University managers.
 8. The Director General shall be selected exclusively through a public selection procedure, according to what has been established by the General Regulations of the University.

SECTION II - STRUCTURES

Article 20 - Research and Third Mission Council

1. The Research and Third Mission Council is a University advisory body focused on scientific research and the Third Mission.
2. The Research and Third Mission Council shall have the following functions; it shall:
 - express opinions to the Academic Senate in relation to the definition of the strategic policies regarding the development of the University's research and third mission;
 - propose criteria and express opinions to the Academic Senate in relation to monitoring of the quality and development of the University's research and third mission;
 - define internal guidelines for the University's participation in the assessments of research and the third mission ;
 - analyse the results of the University's participation in the assessments of research and the third mission;
 - express an opinion to the Academic Senate on the strategies for finding funds for research and the third mission;
 - take part in the formulation of calls for proposals related to funding for research, where they entail a contribution from the University;
 - express opinions in relation to spin-offs, business creation, industrial and intellectual property and licensing;
 - express opinions and perform monitoring functions in relation to the University's activity

conducted on a contract basis.

3. In exercising its functions the Council shall coordinate with the Quality Assurance Unit in relation to aspects that have relevance for the purposes of quality assurance procedures.
4. The Council shall be presided over by the Rector or a Delegate thereof and shall be made up of tenured professors and researchers designated by their respective Departments in accordance with the CUN (National University Council) areas presenti in University. The number of representatives of the Departments established at the University and the procedures for appointing them shall be determined by specific regulations.
5. The Council shall remain in office for four years. Its members may be reappointed only once.

Article 21 - Quality Assurance Unit

1. The Quality Assurance Unit (QAU) shall organise, monitor and supervise the implementation of Quality Assurance (QA) procedures.
2. Its members, selected on the basis of their specific competences, shall be designated by the Academic Senate.
3. In particular, the Quality Assurance Unit shall:
 - a) work together with the governing bodies on the development of quality policies that favour the continual improvement of educational, teaching, research and third mission activities;
 - b) support the Study Programmes and the Coordinators thereof, the Departments and the Directors thereof, and all actors in the University's QA system in the activities of monitoring the quality of education, research and the third mission and the activities of implementing initiatives aimed at solving critical issues and continual improvement;
 - c) promote the dissemination of the quality culture through a responsible involvement of all actors in the QA system;
 - d) define tools and procedures for favouring continual improvement and assuring the quality of the whole University and verify the application and effectiveness thereof;
 - e) plan and organise training/information activities in a quality assurance framework;
 - f) coordinate the activities of self-assessment and accreditation of the Study Programmes and the University;
 - g) support those responsible at an operational level in internal quality assurance procedures;
 - h) assure a correct flow of information among all the actors involved in the internal quality assurance system;
 - i) report periodically to the governing bodies of the University on the progress of actions

related to internal quality assurance.

4. The rules regarding the composition and operating procedures of the Quality Assurance Unit shall be laid down in specific regulations.

Article 22 – University Institute of Higher Education - IUSS Ferrara 1391

1. The Istituto Universitario di Studi Superiori (University Institute of Higher Education – IUSS) Ferrara 1391 has the aim of promoting excellence and the international dimension of studies at the University di Ferrara.
2. IUSS Ferrara 1391 is an advanced educational body open to Italian and foreign students, with the following objectives:
 - a) to prepare PhD graduates capable of engaging in high quality research on an international level and working in centres of advanced scientific research, both basic and applied;
 - b) to promote the high quality of postgraduate studies aimed also at the training and updating of professionals qualified to work at least within Europe;
 - c) to implement training courses of particular usefulness for completing the education acquired in the degree programmes.
3. The Institute shall be a point of reference for the interdisciplinary activities of the University in respect of advanced education. It shall constitute a meeting point for scholars of the various disciplines and promote seminars, conferences and other activities of an interdisciplinary and extracurricular nature.
4. The activity of IUSS Ferrara 1391 shall be governed by a specific Statute. The Statute shall be approved by the Academic Senate, subject to the favourable opinion of the Board of Directors.
5. For administrative and financial management purposes, IUSS Ferrara 1391 shall manage its own budget assigned within the framework of the University's single budget.

Article 23 - University Library System

1. The University recognises the importance of library, documentary and information services for research, teaching and the right to education.
2. With the aim of coordinating, rationalising and increasing the effectiveness and the efficiency of the services provided, the University shall organise a University Library System (ULS), which shall be governed by specific regulations. The regulations shall be approved by the Board of Directors, subject to the favourable opinion of the Academic Senate.

Article 24 - University Museum System

1. The University Museum System (UMS) includes the museums, archives and Botanical Garden.
2. The structures of the UMS shall be responsible for the collection, protection, classification and public exhibition, as well as the study, of items of historical and artistic interest belonging to the University and which, based on their value and quantity, cannot be considered as falling within the province of other teaching and research structures.
3. The UMS shall facilitate and promote the value of teaching and research, as well as the dissemination, for the benefit of society, of cultural, artistic, historical, scientific and museum heritage; to this end it shall work together with local, national and international bodies and institutions.
4. Provisions of a general character regarding the establishment and functioning of the UMS shall be laid down in University regulations approved by the Board of Directors, after hearing the opinion of the Academic Senate.
5. For administrative and financial management purposes, the UMS shall manage its own budget assigned within the framework of the University's single budget.
6. The University shall undertake to preserve the archives and all documentation relating to the University's history, as regards both the central administration and the scientific and cultural life of Faculties or Schools, Departments and Centres.
7. The University shall safeguard and promote the cultural heritage, historical collections and scientific instruments within its area of competence.

Article 25 - Student Council

1. The Student Council is a collective representative body; it has functions of submitting proposals and providing advice to the Academic Senate and the Board of Directors in connection with the matters provided for under current legislation and this Statute.
2. The Council shall:
 - a) adopt its own internal regulations by an absolute majority of its members;
 - b) express an opinion to the Academic Senate, within the scope of its competence, on the University Teaching Regulations;
 - c) provide opinions on questions submitted to it by the Academic Senate;
 - d) express an opinion to the Academic Senate on initiatives implementing the right to education;
 - e) formulate proposals and express opinions to the Academic Senate in relation to the organisation of teaching, guidance counselling, student services and all other activities

expressly regarding students;

- f) express opinions and formulate proposals to the Board of Directors on the tuitions and contributions to be paid by students;
 - g) propose to the Board of Directors general rules for the implementation of self-managed activities and the allocation of the relevant funds;
 - h) designate from among its members representatives in the collective bodies and structures of the University, unless otherwise provided for by this Statute or the internal regulations of the structures;
 - i) promote the implementation of a Charter of University Student Rights and Responsibilities;
 - j) promote and manage national and international relations with student representatives of other universities;
 - k) perform every other duty assigned to it by the university system, this Statute and the regulations.
3. The Council shall be made up of 31 members elected so as to ensure an adequate representation of students enrolled in different Study Programmes and in observance of the principle of equal opportunities for women and men. The Council shall remain in office for two academic years.
4. The Council shall elect a President, a Vice-President and a Secretary from among its members.
5. The rules for the election of the Student Council shall be drafted by the Student Council with the approval of a two thirds majority of those entitled to vote and approved by the Academic Senate, subject to the favourable opinion of the Board of Directors.

Article 26 - Technical-Administrative Staff Council

1. The Technical-Administrative Staff Council is a collective representative body with functions of advising the Academic Senate and the Board of Directors in relation to the matters provided for under current legislation and this Statute, without prejudice to the prerogatives of the Director General and those arising from collective bargaining.
2. In particular, the Council shall:
- a) express opinions and formulate proposals regarding the yearly and three-year planning of technical-administrative personnel and staffing levels in relation to needs in the areas of teaching, research and the third mission;
 - b) express opinions and formulate proposals concerning plans for the training and updating of technical-administrative staff;

- c) express opinions and formulates proposals concerning the University regulations, in the parts regarding technical-administrative staff;
 - d) perform every other duty assigned to it by the university system, this Statute and the regulations.
3. The Council shall designate representatives in the University bodies and structures, according to what is provided for by the Statute and the internal regulations of the structures concerned.
 4. The members of the Council shall be directly elected by the entire technical-administrative staff and appointed by decree of the Rector. The number of Council members shall be equivalent to 6% of the technical-administrative staff currently employed under an open-ended or fixed-term contract. If the candidatures thus allow, the composition of the Council shall be such as to assure a representation of administrative staff and technical staff that reflects the relative proportions of both categories of members in relation to the total number of those entitled to vote. All technical-administrative staff with an open-ended or fixed-term contract shall have the right to vote and to stand for election. The Council shall elect a President from among its members. The members of the Council shall remain in office for four years.
 5. The rules for the election of the representatives of technical-administrative staff shall be drafted by the Technical-Administrative Staff Council itself and approved by the Board of Directors, subject to the favourable opinion of the Academic Senate.

Article 27 - Equality Council

1. The Equality Council shall promote initiatives for the implementation of equal opportunities and the promotion of diversity, in accordance with current legislation, monitor observance of the principle of non-discrimination and assure support for victims of violence and bullying.
2. The Council members shall be selected from among teaching staff, technical-administrative staff and students so as to ensure equal representation and respect for gender equality.
3. The designation, composition and functioning of the Council shall be governed by specific regulations approved by the Academic Senate, subject to the favourable opinion of the Board of Directors.
4. The Council shall elect a President, who shall convene the Council at least once every six months.
5. The Council shall work together with the Central Guarantee Committee to implement equal opportunity policies.

Article 28 - Central Guarantee Committee

1. The Central Guarantee Committee for equal opportunities, the promotion of worker well-being and protection against discrimination shall take on all the functions established by law, collective agreements regarding personnel of public administration bodies or other provisions.
2. The Committee's tasks shall be to submit proposals, provide advice and verify implementation of equal opportunities and respect for human dignity in work settings; it shall exercise vigilance against all forms of discrimination and contribute to the realisation of organisational wellbeing.
3. The members shall be appointed in observance of the principle of equality, including gender equality, from among the technical-administrative staff.
4. The establishment, functioning and competence of the Committee shall be governed by specific regulations approved by the Board of Directors, subject to the favourable opinion of the Academic Senate.
5. The Committee shall work together with the Equality Council to implement equal opportunity policies.

Article 29 - University Sports Committee

1. The University Sports Committee shall coordinate sports activities for the benefit of members of the University community and oversee sports facility management policies and programmes for the development and promotion of recreational and competitive sports activities.
2. The Committee shall have the competences provided for under current legislation.
3. The Committee shall be made up of:
 - a) the Rector or a delegate thereof;
 - b) the Director General or a delegate thereof;
 - c) two representatives designated by the Italian University Sports Centre;
 - d) two students designated by the Student Council;
 - e) a teachers' representative designated by the Academic Senate;
 - f) a representative of the technical-administrative staff designated by the Technical-Administrative Staff Council.
4. The costs of sports activity shall be covered through the funds allocated under current law and other specific budget resources.
5. The Committee's operating procedures shall be defined by specific regulations, as per current national legislation; the regulations shall be approved by the Board of Directors, after hearing the opinion of the Academic Senate. Committee members shall remain in office for two years.

6. The management of sports facilities shall be preferentially entrusted to the University Sports Centre under a specific agreement, in accordance with the provisions of current legislation.

TITLE III - ADMINISTRATIVE AND ACCOUNTING ORGANISATION

Article 30 - Administration and organisation

1. In pursuit of its institutional objectives, the University shall organise its administrative, technical and service structure through the planning, coordinated deployment, assessment and exploitation of the resources and competences falling within the scope of its functional and operational divisions, according to criteria of efficiency, transparency, simplification and cost-effectiveness of management.
2. The administrative structure shall be responsible for procedures and activities connected to the management of the University's human, financial and technical resources and assets and cooperate with the governing bodies and entities in the preparation of planning documents and resolutions and the University regulations.
3. The University shall promote and organise the updating of technical-administrative staff according to its needs and in observance of current laws, issuing specific certificates as appropriate.
4. Administration shall be organised into a Central Administration, Departments and other structures endowed with administrative and management autonomy.
5. An administrative head may be appointed to manage every autonomous administrative structure or group of structures and to direct the staff thereof.
6. Within the limits allowed by law, the University may engage external personnel by entering into specific contracts or agreements.

Article 31 - Managers

1. The managers shall be responsible for implementing the objectives assigned by the Director General and participate in the identification thereof through inquiry and analysis and with autonomous proposals, in observance of the provisions of law on public sector management. They shall also perform the further tasks attributed or delegated to them by the Academic Bodies and the Director General.
2. The managers shall be responsible, in relation to the pre-established targets and the organisational initiatives undertaken, for the results achieved, in terms of an efficient use of resources and management efficacy and cost-effectiveness.

3. Recruitment to managerial positions shall take place by competitive examinations, announced with an order of the Director General, in the forms and as per the requirements of law.

Article 32 - Budgets

1. The yearly and multi-year budget documents shall be prepared in accordance with current legislative provisions and adopted according to the procedures provided for under this Statute.
2. There shall be a single University budget for the entire University and it shall be structured on the basis of centres of responsibility endowed with management autonomy.

Article 33 - Funding and resource planning

1. The University's sources of funding include government grants, resources provided by national, European and international public and private organisations and entities, and own revenues. The own revenues include, among other things, tuitions, contributions and autonomous forms of funding, such as voluntary contributions, business proceeds, rents, incomes from and disposals of assets, donations and consideration received under contracts and agreements.
2. As regards investment costs the University may, within the limits of and at the conditions laid down by current legislation, have recourse to loans or other forms of borrowing, provided that it ensures a balanced budget over a multi-year period.
3. The University shall define its funding and resource allocation strategies in accordance with the planning and development documents and the quality indicators established by law.

TITLE IV - TEACHING AND RESEARCH STRUCTURES

Article 34 - Departments

1. The Departments shall promote and coordinate research activities in homogeneous subject areas according to research aims or methods and organise teaching activities by proposing the establishment of internal Study Programmes, or cooperating with other Departments to set up interdepartmental Study Programmes, also providing their own resources for this purpose. They shall further be responsible for teaching activities related to research doctorates.
2. The Departments shall be endowed with administrative and management autonomy and shall be responsible accordingly. In observance of what is established by law, the University regulations and budget rules, the Departments may fund scholarships and enter into contracts; they may submit proposals to the University for the awarding of research grants.
3. The Departments shall take part in University planning and prepare a detailed plan for the

development of research and teaching, on the basis of which they shall formulate requests for the recruitment of professors and researchers by competitive examination, identifying the relevant scientific and subject areas.

4. The Departments shall formulate proposals for the appointment of professors and researchers according to the procedures established by law, this Statute and the regulations for the appointment of professors and researchers.
5. The Departments shall have at their disposal spaces, staff and financial resources assigned by the University or autonomously acquired for the purpose of their teaching and scientific activities.
6. Upon a resolution adopted by the Board of Directors, after hearing the opinion of the Academic Senate, Departments may be divided into sections based on subject areas with homogeneous objectives or research methods. The creation of sections shall not imply modifications to staffing levels or new expenses. The sections shall not have administrative or management autonomy.

Article 35 - Department bodies

1. The Department governing bodies shall consist of:
 - a) the Department Director;
 - b) the Department Council.
2. The Department Council may optionally rely on an executive board to be entrusted with specific tasks. The procedures for setting up the executive board and its composition and competences shall be determined in the Department regulations.

Article 36 - Department Director

1. The Director shall represent the Department and be responsible for the management thereof; in this respect, he or she shall be deemed to occupy a management position.
2. The Director shall:
 - a) convene and preside over the Department Council;
 - b) promote the Department's activity;
 - c) perform all of the duties provided for by law, the Statute and the regulations.
3. The Director shall be elected by the Department Council, by an absolute majority of votes, from among full-time full professors belonging to the Department and shall be appointed by decree of the Rector, according to current legislation and the procedures established in the standard

Department regulations.

4. The Director shall remain in office for four years and may be re-elected consecutively only once.
5. The Director shall designate one or more Vice Directors, who shall be appointed by decree of the Rector.
6. The Department Director shall be entitled to an all-inclusive remuneration.
7. Should the Director's office be left vacant early for any reason, in order to ensure the continuity and efficiency of administrative activity, the relevant functions shall be taken over by the most senior full professor belonging of the Department, who shall exercise them until a new Director is appointed. That same professor shall call elections immediately after taking over the office.

Article 37 - Department Council

1. The Council is the body responsible for planning and managing the Department's activities. It shall:
 - a) decide on Department regulations to be submitted to the Academic Senate for approval;
 - b) propose to the Academic Senate, in relation to matters within its competence, amendments to the University's Teaching Regulations, after hearing the opinion of the Study Programme Councils and the Joint Teacher-Student Committees; it shall likewise propose Teaching Regulations for each Study Programme, after hearing the opinion of the Study Programme Councils and the Joint Teacher-Student Committee;
 - c) coordinate teaching activities, including supplemental ones, planned by the Department Study Programme Councils, providing the necessary facilities for teaching activities and assigning teachers to cover needs; it shall also propose the creation of departmental and interdepartmental Study Programmes, in the latter case in agreement with the other structures involved;
 - d) assign teachers to the Study Programmes to which it contributes, taking into account the requests formulated by the Study Programme Councils and after hearing the opinion of the Faculty or School of which the Department is a part;
 - e) define, at least once every three years, recruitment needs, broken down by scientific and subject areas, in respect of new professors and researchers, on the basis of the available resources and in relation to the research programmes and teaching activities offered, ensuring that the healthcare duties of teachers in the clinical disciplines go hand in hand with teaching and research duties;
 - f) formulate proposals to appoint professors and researchers in relation to the competitive

examinations for the scientific and subject areas within their competence; the Study Programme Councils shall be informed of the outcome so that they may adopt resolutions accordingly;

- g) authorise professors and researchers to take off periods to devote to exclusive research activity, after hearing the opinion of the Study Programme Councils where they conduct their activity;
- h) approve the research plan and the report on the results of the research activity conducted by the Department, in accordance with current legislation;
- i) formulate requests for funding and assignment of technical-administrative staff;
- j) approve the yearly teaching programme;
- k) define the general criteria for the coordinated deployment of staff and means at the Department's disposal;
- l) approve the Department's accounting documents required under current legislation;
- m) approve the agreements, contracts and transactions within its competence;
- n) fulfill requirements related to organisation of courses for the completion of research doctorates;
- o) perform every other duty provided for by law, this Statute and the University regulations.

2. If resolutions require the opinion of the Faculty or School concerned, and the opinion is negative or conditional, the Council shall express itself again on the matter submitted for the opinion. The Council may then accept the indications of the Faculty or School, or confirm what it previously submitted for the latter's opinion by an absolute majority of votes.

3. The Department Council shall be made up of:

- a) tenured professors;
- b) researchers;
- c) a student representative, designated by the representatives in the Study Programme Councils belonging to the Department from among their members;
- d) a representative of technical-administrative staff, who shall remain in office for four years.

4. In the regulations of each Department, the Department Council members may be supplemented by:

- a) a representative designated from among enrollees in research doctorate programmes set up in the Department and having the University of Ferrara as their administrative seat;
- b) a representative of research fellows currently active in the Department, designated by

them;

c) a representative of the enrollees in Specialisation Schools connected to the Department, designated by them.

5. The Department Administrative Secretary shall participate in the meetings and act as secretary, with responsibility for taking the minutes.
6. The composition of the Department Council shall vary, for every meeting, in relation to the topics on the agenda, in accordance with current legislation.

Article 38 - Establishment, start up and dissolution of Departments

1. Each Department shall have assigned to it tenured professors, professors with fixed-term contracts, permanent researchers and researchers with fixed-term contracts whose total number shall be at least thirty-five.
2. The minimum number as per the previous paragraph may be reduced to twenty, provided that those assigned to the Department represent at least 80% of all the professors, professors with fixed-term contracts, permanent researchers and researchers with fixed-term contracts currently employed by the University in the same subject area.
3. A proposal for the establishment of new Departments must be signed, with reference to the case envisaged in paragraph 1, by at least forty-five tenured professors, professors with a fixed-term contract, permanent researchers and researchers with a fixed-term contract; with reference to the case envisaged in paragraph 2, by at least twenty-five tenured professors, professors with a fixed-term contract, permanent researchers and researchers with a fixed-term contract. Each proposal shall be accompanied by suitable justification from a teaching and scientific viewpoint.
4. In particular, in the proposal the following must be specified:
 - a) the scientific areas of primary interest and Study Programmes in which the the Department will be involved;
 - b) a list of the scientific sectors and subject areas present;
 - c) the resources necessary for start up;
 - d) the Departments to which those submitting the proposal belong;
 - e) any Departments to be dissolved or merged;
 - f) the technical-administrative staff judged necessary.
5. The proposal shall be approved by an absolute majority of members of the Board of Directors after hearing the opinion of the Academic Senate, expressed by an absolute majority of its

members.

6. The Department shall be established by decree of the Rector and the professors and researchers who signed the proposal for its establishment shall be assigned to it.
7. Professors and researchers shall be assigned to the Department that has resolved upon their appointment.
8. An appointment to a Department may not be revoked until at least 4 years have elapsed, except on duly justified grounds. The revocation shall be subject to the favourable opinion of the Academic Senate and approval of the Board of Directors.
9. Departments in which the number of professors and researchers is lower than provided for in paragraphs 1 and 2 of this Article shall be dissolved by decree of the Rector, subject to the opinion of the Academic Senate, expressed by an absolute majority of its members, and a resolution of the Board of Directors, by an absolute majority of its members.
10. The professors and researchers of the dissolved Department shall request an appointment to other Departments, stating the grounds in terms of teaching and scientific coherence. The Board of Directors, after evaluating any proposals of individual members of the Department to be dissolved and hearing the opinion of the Academic Senate, shall adopt resolutions regarding the allocation of spaces and resources.

Article 39 - Faculties or Schools

1. The liaison structures between several Departments grouped together based on criteria of affinity between disciplines may be defined as Faculties or Schools and are designed to ensure a rational, cost-effective and efficient organisation of the University's educational offerings.
2. Each Department may not belong to more than one Faculty or School.
3. The establishment, modification or abolition of a Faculty or School shall be resolved upon by an absolute majority of members of the Board of Directors, after hearing the Academic Senate.

Article 40 - Statute of a Faculty or School

1. The Statute of a Faculty or School shall be proposed jointly by the Directors of the Departments concerned, subject to a resolution of the respective Councils adopted by an absolute majority; the Statute shall be approved by an absolute majority of the members of the Academic Senate, subject to the favourable opinion of the Board of Directors.

2. The Statute of the Faculty or School shall establish the division of functions between the Faculty or School, Departments and Study Programmes concerned, in observance of the principle of distinction and absence of overlap between tasks and the criteria laid down by law.
3. The Faculty or School shall express a mandatory opinion on the proposals of the Departments belonging to it and the Study Programme Councils coordinated by it, in relation to the start up, abolition and modification of Study Programmes; it shall lay the foundations for interdepartmental programmes and oversee the management of common services.
4. The governing bodies of the Faculty or School shall be:
 - a) the President, elected by the Faculty or School Council from among full professors belonging to the structure concerned;
 - b) the Faculty or School Council, made up of:
 - Directors of the Departments belonging to the Faculty or School;
 - representatives of the Coordinators of the Study Programmes of Departments belonging to the Faculty or School, in a number such as not to exceed 10% of the members of the Department Councils concerned;
 - student representatives whose number shall be no less than 15% of the number of teaching staff who are Council members;
 - the Faculty or School Council may also include a representative of the Coordinators of Research Doctorates and Directors of the Specialisation Schools which are active in the Departments concerned.
5. The representatives as per paragraph 4 shall be designated on the basis of the procedures and criteria established in the regulations of the Faculty or School.
6. The term of office of the President of the Faculty or School shall be four years and may be renewed consecutively only once. The representatives elected to the Council shall remain in office for four years and may be re-elected consecutively only once; the students shall remain in office for two years.

Article 41 - Study Programmes

1. Based on the tasks entrusted to the Departments under this Statute, two types of Study Programmes may be distinguished:
 - a) Study Programmes organised within a single Department. Departmental Study Programmes shall mean those programmes whose creation was proposed by a single Department, as their aim is to prepare students for careers of specific interest to and within the province of

that individual Department. The Department, in agreement with the Study Programme Council, shall assign staff to cover teaching needs, including supplemental educational activities. The Department shall also be responsible for organising all support activities;

b) Study Programmes involving several Departments. Interdepartmental Study Programmes shall mean those programmes whose creation was proposed by two or more Departments, as their aim is to prepare students for careers of an interdisciplinary nature entailing a significant contribution of scientific and subject areas of different Departments. In the case of Study Programmes tied to a Faculty or School, the Faculty or School shall have the task of defining the basic organisation of the Study Programme within a specific Department, with the aim of achieving an efficient organisation of the educational offerings. The organisation of interdepartmental programmes not tied to a Faculty or School shall be entrusted to the Department which will assign the largest number of basic and specific educational credits. The Study Programme Council shall have the task of coordinating the teaching and support activities, as well as of requesting the Departments involved to assign the teachers necessary to cover needs and conduct supplemental teaching activities.

2. If a given Study Programme includes teachings in areas not covered within the Departments involved, i.e. not covered in the Departments belonging to the Faculty or School, the Study Programme Council shall notify the Faculty or School and Departments involved of the needs, and they shall act accordingly. The Academic Senate shall settle any disputes.
3. Each individual Study Programme shall be overseen by a specific Council, whose composition shall be determined in accordance with the provisions of law. The Council shall elect from among its members a Coordinator, who shall have the task of calling Council meetings and setting the agenda and promoting internal Quality Assurance activities related to the Study Programme; Coordinators shall remain in office for three years and may be re-elected.
4. The Council shall act in accordance with current legislation. It shall decide on the organisation of teaching within the Study Programme, assure the quality of educational activities and formulate proposals in respect of teaching guidelines and assignments, taking account of the necessary requirements for the sustainability of the educational offerings.
5. Study Programmes that are homogeneous from a scientific-cultural standpoint may be overseen by a single Council, whose composition shall be determined on the basis of Department regulations.

Article 42 - Joint Teacher-Student Committee

1. A Joint Teacher-Student Committee (JTSC), made up of teachers and students, shall be set up in the University Departments or Faculty or School of reference.
2. The composition and functioning of the Joint Committee shall be governed by the regulations of the Department or Faculty or School.
3. The Committee shall be competent to engage in activities of monitoring both the educational offerings and the quality of teaching, as well the services provided to students by professors and researchers; to identify indicators for assessing the results related to the aforesaid activities; and to formulate opinions on the creation and abolition of Study Programmes.
4. In the case of interdepartmental Study Programmes, the Joint Teacher-Student Committees set up in the structures concerned shall work in cooperation.
5. The Committee shall prepare a yearly report on the state of teaching activities. The report shall be submitted to the Academic Senate and to the Evaluation Unit by 31 December of every year.

Article 43 - Centres

1. The Board of Directors, after hearing the opinion of the Academic Senate, may resolve to establish, modify or abolish Centres endowed with management and spending autonomy.
2. The Statutes of such Centres shall be consistent with the Regulations on University Centres; they shall provide for an Executive Board in which the presence of all the members working in the Centre is assured, including individuals from outside the University and a Director selected from among the Board members.
3. The Statute of each Centre shall be approved by the Board of Directors, after hearing the opinion of the Academic Senate.
4. The Board of Directors, after hearing the opinion of the Academic Senate, may authorise the appointment of a Centre Director from outside the University.
5. Each Centre shall submit to the Academic Senate and Board of Directors a report on the activity conducted and future projects; the Academic Senate and Board of Directors shall approve the report and verify, on a yearly basis, compliance with the quality and financial sustainability requirements of the Centres as laid down in the applicable provisions.

Article 44 - National and international Centres and Consortia

1. Each Department, as well as groups of teachers, may promote the University's participation in national or international interuniversity centres or consortia or ones having agreements with

other entities, by submitting a draft agreement to the Board of Directors for approval, after hearing the opinion of the Academic Senate.

2. The organisation and operation of every interuniversity centre or consortium shall be governed by the agreement whereby it was established it and internal regulations.
3. The University's representatives in each centre or consortium shall submit to the Academic Senate and Board of Directors a yearly report on the activity engaged in and the future projects of the centre or consortium. The Academic Senate and the Board of Directors shall approve the report and verify, on a yearly basis, compliance with the quality and financial sustainability requirements of participation in the centre, as laid down in the applicable provisions. If the Board of Directors, after hearing the opinion of the Academic Senate, deems that it is no longer in the University's interest to participate in the centre or consortium, it shall resolve to leave such organisations.

Article 45 - University Bonus Fund

1. For the purpose of awarding full-time professors and researchers possible further remuneration for research, teaching and management activities specifically assigned to them in addition to the duties provided for under Art. 1, para. 16, of Law no. 230 of 4 November 2005, a University Fund for bonuses to professors and researchers shall be set up. The use of this Fund shall be decided, on the basis of predetermined criteria, by the Board of Directors, after hearing the opinion of the Academic Senate.
2. The Fund shall include the sums provided for in the last sentence of Art. 6, para. 14, of Law no. 240 of 30 December 2010.
3. The Fund may also be supplemented with a portion of the revenues from activities carried out on a fee or contract basis or with public or private funds.

TITLE V - AMENDMENTS TO THE STATUTE AND REGULATIONS

Article 46 - Amendments to the Statute

1. Except where otherwise established by provisions of law, the Statute may be amended according to the procedures set forth in the following paragraphs.
2. Proposals to amend the Statute may come from the Rector, the Academic Senate, the Board of Directors, a Department, a Faculty or School, the Student Council, the Technical-Administrative Staff Council or at least one tenth of the University's professors and researchers.
3. Any proposals to amend the Statute received by the Rector by 31 December shall be examined

at latest within the first six months of the following year.

4. Amendments to the Statute shall be approved by an absolute majority of the members of the Academic Senate, subject to the favourable opinion of the Board of Directors, likewise expressed by an absolute majority of members.

Article 47 - Regulations. Approval and amendments

1. The regulations may be distinguished into University regulations and internal regulations of the individual departments and structures.
2. The regulations of the departments and structures and amendments thereto shall be proposed by the collective governing bodies thereof and approved by the Academic Senate, after hearing the opinion of the Board of Directors; where a regulation or an amendment thereto entails an increase in costs for the University, it shall also be subject to approval by the Board of Directors.
3. University regulations regarding teaching and research shall be approved by the Academic Senate, subject to the favourable opinion of the Board of Directors.
4. Other University regulations shall be approved by the Academic Senate or Board of Directors, according to their respective competences, after hearing the opinion of the other body.
5. Regulations shall be issued by decree of the Rector.

Article 48 - General Regulations of the University

1. The General Regulations of the University, in implementation of the general principles established in this Statute, govern the organisation and functioning of the University as a whole, where there are no specific regulations.
2. The Regulations shall be resolved on by an absolute majority of the members of the Academic Senate, subject to the favourable opinion of the Board of Directors, likewise expressed by an absolute majority of members.

Article 49 - General Administration, Finance and Accounting Regulations

1. The University shall adopt, in accordance with the procedures established by law, General Administration, Finance and Accounting Regulations, which shall govern, in relation to the entire organisation of the University, management criteria, administrative and financial procedures and responsibilities, so as to assure rapidity and efficiency in the execution of expenditure and observance of the financial balance of the University's single budget.
2. The Regulations shall likewise govern the forms of internal control over the legitimacy of individual expenditures, as well as the efficiency and effectiveness of the overall management

of the University and its individual departments and structures.

3. The Regulations shall be approved by an absolute majority of the members of the Board of Directors.

Article 50 - University Teaching Regulations

1. The University Teaching Regulations shall govern the organisation of individual Study Programmes and the University's educational and training activities.
2. Each teaching structure shall formulate proposals in relation to the Teaching Regulations insofar as they pertain to its area of competence.
3. The University Teaching Regulations shall be adopted by an absolute majority of the members the Academic Senate, based on proposals of the teaching departments and structures, subject to a favourable opinion expressed by an absolute majority of members of the Board of Directors, after hearing the Student Council. The Regulations shall be submitted to the competent Ministry.
4. The University Teaching Regulations shall specify the teaching departments and structures into which the University is organised.

TITLE VI - COMMON PROVISIONS

Article 51 - Elections, designations, appointments

1. Voting in the election of bodies shall be valid if at least a third of those entitled to vote have taken part, unless otherwise provided for by law or this Statute; votes shall be cast by secret ballot.
2. The election of individual holders of office and of collective bodies shall be governed by the General Regulations of the University.
3. The most senior member of a body provided for under this Statute or the regulations shall call elections for individual offices and collective bodies at least 60 days before their term is due to expire; the election procedure shall be concluded no later than 10 days prior to the expiry of the term of office of the individuals or bodies to be replaced.
4. Failure to elect representatives for one or more categories, in the event that the minimum number of voters provided for is not reached or the minimum number of elected candidates is not reached, this shall not affect the validity of the composition of the bodies, provided that the presence of an absolute majority of members is guaranteed.
5. As regards the election, appointment or designation of the Rector or members of the Academic

Senate and Board of Directors, the coordinator of the Evaluation Unit or Department Directors, the individuals elected, appointed or designated shall assure a number of years of service at least equal to the duration of the term of office prior to retirement.

Article 52 - Incompatibility

1. Professors and researchers who have opted for a part-time appointment may not hold office as Rector or Deputy Vice-Rector, member of the Academic Senate or Board of Directors, coordinator of the Evaluation Unit or Department Director.
2. With the exception of the Rector, no one may simultaneously belong to the Board of Directors and the Academic Senate, or to the Board of Directors and the Research and Third Mission Council.
3. Part-time professors and researchers may engage in freelance professional and self-employed activities, also on a continuous basis, provided that they do not give rise to situations of conflict of interest with the University. They may also engage in teaching and research activity at universities or research institutes abroad, subject to the authorisation of the Rector, who shall evaluate the compatibility with the fulfilment of their institutional obligations.

Article 53 - Resolutions

1. In order for meetings of the collective bodies to be valid, it shall be necessary that:
 - a) all those entitled to participate have been notified thereof in writing or by electronic means within the time limits established in the respective regulations, with an indication of the agenda;
 - b) at least a majority of those entitled to participate are present; those whose absence is excused shall not be counted, unless otherwise provided for by law.
2. In the event of a variable composition of the collective bodies, the topics within the competence of the various components shall be clearly specified in the agenda.
3. Resolutions shall be adopted by a majority of those present, unless provided for otherwise under current legislation and the Statute. In the event of a tie, the Chairperson shall have the casting vote.

Article 54 - Decrees

1. The following shall be issued by decree of the Rector:
 - a) the Statute;
 - b) University regulations;

- c) internal regulations of the departments and structures;
 - d) decisions regarding the establishment of University bodies and appointment of members;
 - e) decisions regarding the establishment, start up and dissolution of Departments, Faculties or Schools and Centres;
 - f) measures falling within the competence of the governing bodies, to be adopted in special cases of urgent necessity and subjected to ratification at the next meeting of the body concerned;
 - g) other measures provided for under current legislation and the Statute.
2. Any amendments to the above shall be issued by decree of the Rector.
 3. The Rector's decree shall be issued upon the conclusion of the approval and adoption procedures provided for under this Statute, the regulations and current legislation, except in the cases of urgency as per letter f) of the above paragraph 1.
 4. The Department Directors shall issue decrees:
 - a) regarding matters provided for in their respective internal regulations;
 - b) in special cases of urgent necessity, to be subjected to ratification at the next meeting of the Department Council.
 5. The Director General shall issue decrees regarding financial, technical and administrative management, including the adoption of all measures related to the organisation of human resources, on the basis of the policies expressed by the competent academic bodies.

Article 55 - Minutes

1. The minutes of the meetings of collective bodies shall be transmitted to the members of the bodies and signed by the Chairperson and Secretary.
2. Approved resolutions shall take effect immediately.
3. The minutes shall be kept by the secreteries of the respective bodies and transmitted to bodies of higher rank, for the matters within their competence.
4. The minutes shall be public and may be consulted in the place where they are kept, according to the procedures and within the limits allowed by law.

Article 56 - Department Membership and Affiliations

1. Every professor and researcher shall belong to a Department and may be affiliated with other research and educational structures.
2. The transfer of individuals from one University Department to another shall normally take

effect at the start of the calendar year after the one in which the request for the transfer was accepted, according to the procedures provided for in Art. 38 of this Statute.

3. Affiliation with other teaching and research structures and Centres shall be subject to acceptance by the competent bodies of the structure concerned, without prejudice to what is provided in paragraph 2 of the present article.

Article 57 - Commencement and duration of the terms of office

1. The date of commencement and duration of the terms of office shall be as defined in this Statute.
2. If a vacancy occurs during the year, the new term of office of individual office holders or individual representatives in collective bodies shall commence immediately and have normal duration.
3. Any holders of office who no longer meet the necessary requirements shall be removed.

Article 58 - Disciplinary functions

1. The disciplinary function vis-à-vis students enrolled in the Study Programmes established by the University shall be exercised by a committee set up in accordance with what is provided for in the University Teaching Regulations and chaired by the Rector, and to which the President of the Student Council shall also belong.
2. The disciplinary function vis-à-vis professors and researchers shall be initiated by the Rector and exercised, in accordance with the opinion expressed by the Disciplinary Board and current legislative provisions, by the Board of Directors without student representation; disciplinary sanctions going no further than censure shall be applied by the Rector, after hearing the opinion of the Disciplinary Board.
3. Proceedings before the Disciplinary Board shall be governed by Art. 10 of Law no. 240 of 30 December 2010. The Disciplinary Board shall be made up of nine full-time tenured professors and be divided into three homogenous sections composed respectively of three full professors, three associate professors and three permanent researchers, suitably qualified. The members shall be elected by the respective category of the University teaching staff. The impartiality of the body shall be guaranteed, also through the presence of external members, where possible. The Board shall conduct a preliminary investigation and express a concluding opinion in regard thereto. It shall act according to the principle of equality between the parties, with respect for the right of each to be heard. Participants in the Disciplinary Board shall not be entitled to

compensation, remuneration, allowances or reimbursement of expenses. The proceeding shall be governed by specific regulations, in accordance with current legislative provisions. It shall be up to the most senior full professor of the University to initiate a disciplinary proceeding against the Rector. The Board shall remain in office for four years and its members may not be elected consecutively.

4. The disciplinary function vis-à-vis technical-administrative staff shall be exercised in accordance with current legislative provisions.

Article 59 - Violations of the Code of Ethics

1. Without prejudice to any criminal, civil and/or administrative liability, the Academic Senate shall decide on all Code violations not of a disciplinary character. Resolutions shall be adopted by an absolute majority, on a proposal by the Rector. In cases where a conduct involves not only an ethical violation, but also a disciplinary one, the bodies as per Art. 58 of this Statute shall have jurisdiction where teaching staff are concerned and those provided for under current legislation where students and technical-administrative staff are concerned.
2. The sanctions may consist in a confidential warning or a public warning. However, further initiatives or measures may be adopted with the specific aim of removing, where possible, the effects produced by behaviours or acts in violation of the Code of Ethics.

TITLE VII – TRANSITIONAL AND FINAL PROVISIONS

Article 60 - Commencement date of the academic year

1. The academic year shall commence on the first of October. The calendar of teaching activities shall be defined by the Academic Senate on a yearly basis.

Article 61 - Entry into force

1. Amendments to the Statute shall be introduced by decree of the Rector and enter into force on the fifteenth day after the publication thereof in the Official Gazette.
2. The period in office of the Rector, members of the Academic Senate, members of the Board of Directors and any other individual office holder or member of a collective body that has elapsed at the time of the entry into force of this Statute shall be counted for the purpose of determining eligibility for office or membership in such bodies.