

Procedures Manual of the Internal Quality Assurance System



January 2025

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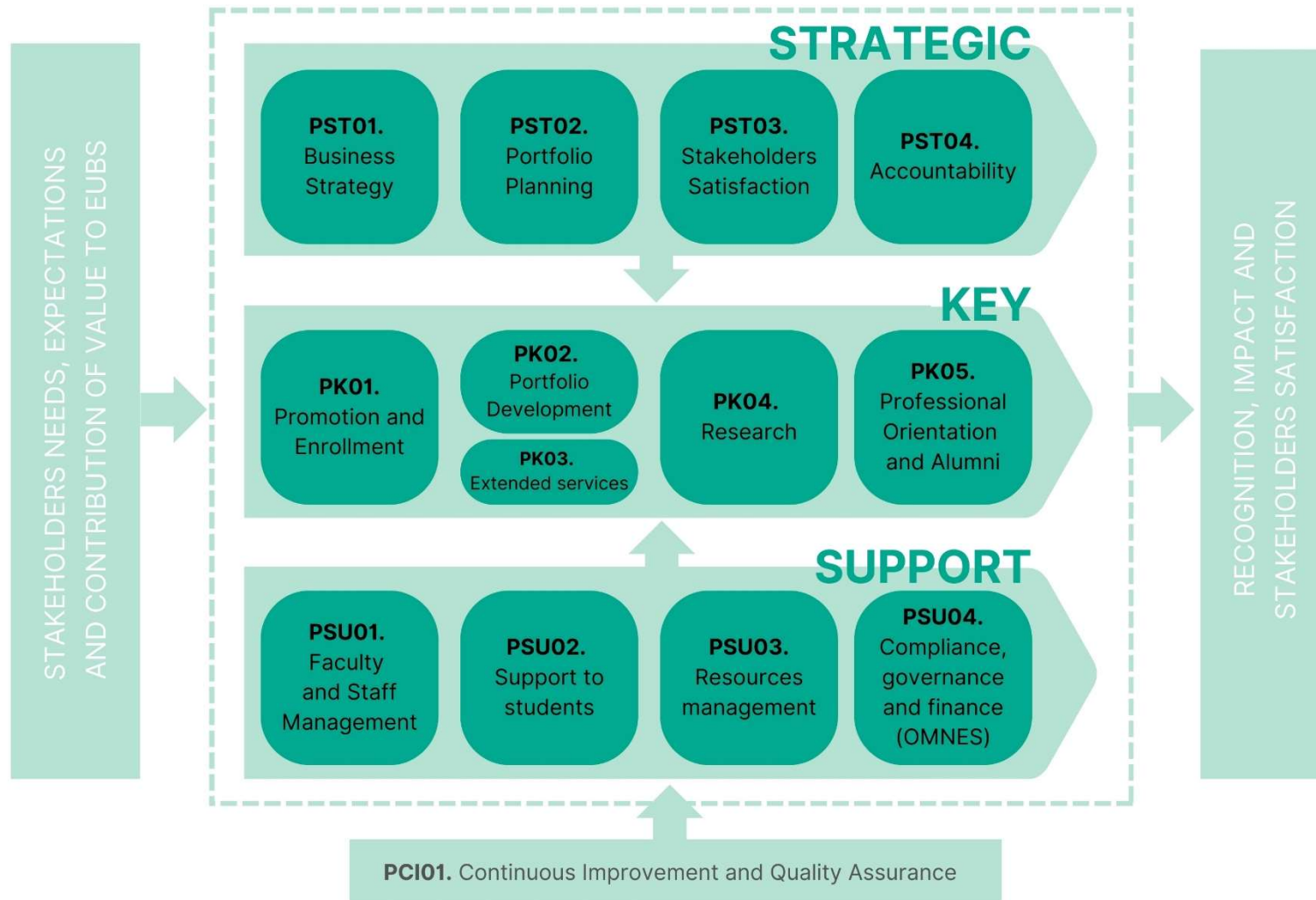
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0. Process Map



PST01. Business Strategy

PST01.01. Business Policies Definition and Review

TYPE / AUDIT DIMENSION	STRATEGIC PROCESS / <i>Dimension 1. Policies and Strategy</i>
PROCEDURE'S OWNER	Managing Directors
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Define the application of the regulations under which the school's activity is governed to ensure a positive impact on results.

2. DESCRIPTION

The functioning of EU Business School is reflected in the centre's policies and regulations, which were approved by the centre's governing body, in accordance with the reality of the partner universities and the OMNES Group.

Certain rules and regulations from partner universities are mandatory, including those regarding the regime of permanence and progression for continuous training. EU Business School sets out its regulations in the Academic Policy and Procedures Manual. Where a partner university's rules differ from EU Business School's, the partner regulations take precedence.

The regulatory framework serves to obtain satisfactory results from the point of view of student learning, their satisfaction with the degree, with the service provided and their progress in terms of employability for the development of their professional careers.

In addition to the regulations applicable to the degrees, the Centre makes available to all stakeholders (the Centre's website) the academic and operational regulations that follow the framework of reference of the partner university and OMNES Group.

For the preparation of the regulations, the analysis of the results of the management of suggestions and incidents or complaints, the results of the satisfaction survey and existing regulatory changes are also considered.

Once the analysis is carried out, the possible improvement actions are reflected in the centre's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Through the established communication channels (surveys, meetings, focus groups, tutorials, suggestions, incidents, or complaints, etc.), students and alumni help to identify proposals for improving the regulatory framework.
Management Staff	Through the channelling of information received by students and teachers, participation in focus group activities or 360° evaluation of the programmes, management staff can propose proposals for improving the regulatory framework. Likewise, improvements are detected in day-to-day management.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, teachers can identify and propose proposals for improving the regulatory framework.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide relative information to improve the regulatory framework.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	General Regulations and Conditions	Executive Committee

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of degree understanding of the framework normative	Satisfaction Surveys results	Annual	≥ 80%	Satisfaction index degree of understanding of the Regulatory framework

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PST01. Business Strategy

PST01.02. Strategic and Budget Planning

TYPE / AUDIT DIMENSION	STRATEGIC PROCESS / <i>Dimension 1. Policies and Strategy</i>
PROCEDURE'S OWNER	Managing Directors
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Establish the system to define, plan, monitor and verify compliance with the school's strategic plan.

2. DESCRIPTION

The definition of the school's strategic plan, mission, vision, and values is built on the Executive Committee, taking into account that the initial expectations will be matched with the OMNES Group strategy.

The main activities for developing/revising the strategic plan are:

- Define the current and future needs of the school in accordance with the available resources (financial, people, infrastructure, technological).
- Detect opportunities for improvement and risk analysis.
- Review the mission, vision, and values.
- Define the objectives that contribute to the fulfilment of the mission and vision.
- Define the measurement indicators.
- Analyse the competitive environment.
- Analyse the satisfaction and opinions of different stakeholders (students, alumni, faculty, staff, and employers).
- Analyse the development of degrees.
- Analyse compliance with the quality policy and the Internal Quality Assurance System.
- Review compliance with the requirements (general contracting conditions, legal, LOPD and any others that the school signs).

The Strategic and Budget Planning needs to be ultimately approved by representatives of the OMNES Group.

In order to evaluate its compliance, indicators are identified based on the strategic objectives of the school (scoreboard). Those responsible for the processes report the data associated with the indicators of each process (according to the established periodicity).

The members of the Executive Committee are responsible for monitoring and verifying the execution of the actions necessary to ensure compliance with the school's strategic planning.

All results will be recorded, reviewed, and evaluated by the Quality Committee, for feedback and decision-making. All the opportunities and improvement actions detected are reflected in the Improvement Plan of the Internal Quality Assurance System.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the established communication channels (surveys, meetings, focus groups, tutorials, suggestions, incidents or complaints, etc.), students and alumni help to identify strategic guidelines and proposals for improvement.
Management Staff	Through the channeling of information received by students, alumni, teachers and employers, participation in focus group activities or 360° evaluation of the programs, the management staff can propose proposals for improvement for the definition or revision of the school's strategic plan.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, teachers can identify and propose improvements to the strategic plan.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information regarding market needs.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Strategic Plan	Executive Committee
Record	Scoreboard	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Compliance with Scoreboard indicators	Scoreboard results	Annual	Set for each indicator	Set for each indicator

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PST01. Business Strategy

PST01.03. Information and Communication Strategy

TYPE / AUDIT DIMENSION	STRATEGIC PROCESS / <i>Dimension 1. Policies and Strategy</i>
PROCEDURE'S OWNER	Communications Director
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

To guarantee the greatest efficiency in the communication and information provided to our stakeholders.

2. DESCRIPTION

The school's communication strategy aims to ensure the proper management of communication channels in a transparent, accessible, and easy-to-understand way for all stakeholders. The publication of information on the activity of EU Business School is mainly done through the following communication channels:

- **Website:** this channel is specially designed for external stakeholders such as potential students. It is managed in terms of structure, functionalities, and positioning by the online Marketing Department with the support of the Communication Department for content.
- **LMS and Moodle:** these internal platforms are used to communicate all academic and activities to students and faculty. The Academic Department is responsible for content creation and management with the support of the Communication Department.
- **Information screens and announcement boards:** All activities and key information to students is posted on campus screens and notice boards throughout all campus buildings. These are designed and managed by the Communications Department, in line with the Academic Department's needs.
- **Social Media:** Mainly for external publics, the Communication Department posts on a daily basis main campus activities and key information across all the school's social media channels (LinkedIn, X, Instagram, TikTok, Facebook) to reinforce the communication's reach.
- **Repository:** All academic information (course description, brochures, tuition fees, academic calendars, etc) are placed in the school's repository for all employees (deans, admissions, counsellors, etc) to have access to latest and updated information.
- **Printed materials:**
 - **Brochures:** Containing an overview of each campus, its program offering, activities and services, brochures are prepared annually based on the updated information provided by the Academic Department. Dissemination is decided by the Sales and Online Marketing Departments. Communication ensures compliance.

- **Campus Flyers:** A one-page flyer is created annually with the general description of the institution and its programs offering and tuition fees.

In general, the updating and/or revision of the content is done annually with provision given for the modification of content at any time.

In addition, on an annual basis and as part of the monitoring of the degrees (PK02.02. Portfolio Quality Assurance) the Quality Committee reviews the information published in the different communication channels, proposing the improvements they consider appropriate.

The results of the monitoring and improvement of the degrees, as well as the applicable regulations, are the responsibility of the quality department.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the established communication channels (surveys, meetings, focus groups, tutorials, suggestions, incidents or complaints, etc.), students and alumni help to identify communication proposals for improvement.
Management Staff	Through the channeling of information received by students, alumni, teachers and employers, participation in focus group activities or 360° evaluation of the programs, the management staff can propose communication proposals for improvement.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, teachers can identify and propose communication proposals for improvement.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information regarding communication proposals for improvement.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	All materials and links to materials created	Online Marketing Department Communication Department
Record	Degree monitoring reports	Quality Department
Record	Annual report	Quality Department

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Satisfaction rate with communication	Satisfaction Survey	Annual	≥80%	Satisfaction rate with communication

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

DRAFT

PST01. Business Strategy

PST01.04. Human Resources Strategy

TYPE / AUDIT DIMENSION	STRATEGIC PROCESS / <i>Dimension 1. Policies and Strategy</i>
PROCEDURE'S OWNER	Head of Human Resources
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Prepare, review, and approve the EU Business School Human Resources Strategy.

2. DESCRIPTION

The process of defining the Human Resources strategy is based on the school's Strategic Plan, as well as the regulations of OMNES Group and the legislation applicable to EU Business School. The fundamental objective of this strategy is to add value to the organization and generate a positive impact on all stakeholders.

The faculty policy includes:

- Description of the organisation and structure of the teaching staff
- Teaching dedication regime
- Roles and lines of action of teachers
- Teaching Staff Career Plan
- Remuneration policy
- Identification of needs, recruitment, and selection of academic staff
- Teacher training and development
- Performance Evaluation and Recognition of Academic Staff

The staff policy includes:

- Aspects related to selection, hiring, and working conditions.
- The definition of the functions of the jobs.
- The competencies of the professional profile, the sufficient qualification requirements, the training, skills, and experience of the people.
- The system of assigning functions and responsibilities.
- Continuous evaluation of performance in the workplace.
- Aspects related to promotion and recognition.
- Training and professional development.

In addition, we apply the current regulations regarding Occupational Risk Prevention and the Self-Protection and Risk Assessment Plan.

The improvement actions are reflected in the IQAS improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement)

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the established communication channels (surveys, meetings, focus groups, suggestions, incidents or complaints), students and alumni help to identify proposals for improvement in the staff policy.
Management Staff	Through the development of job functions and meetings, management staff help identify proposals for improvement in staff policy to ensure training quality.
Faculty	Through meetings, satisfaction surveys and participation in the teaching process, teachers can identify and propose proposals for improvement in staff policy.
Employers	Through corporate relationships that serve as input to define the lines of action and knowledge transfer of the staff.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Human Resources Strategy	Human Resources Department
Record	Occupational Risk Prevention Plan	Human Resources Department
Record	Self-Protection and Risk Assessment Plan	Human Resources Department

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% faculty satisfaction with HR strategy	Satisfaction Survey	Annual	≥80%	Satisfaction rate of HR strategy
% staff satisfaction with HR strategy	Satisfaction Survey	Annual	≥80%	Satisfaction rate of HR strategy

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PST02. Portfolio Strategy and Planning

PST02.01. Portfolio Strategy and Planning

TYPE / AUDIT DIMENSION	STRATEGIC PROCESS / <i>Dimension 2. Design, approval and implementation of training programmes</i>
PROCEDURE'S OWNER	Portfolio Manager / Vice-Dean for Education & Academic Affairs
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Systematize the process of design, modification, and approval of degrees.

2. DESCRIPTION

The Portfolio Manager designs new proposals as a result of the outcomes of the Executive Committee, and in alignment with the OMNES Group Strategy. The Portfolio Manager evaluates the interest of the project, to later present the results and thus evaluate what the priorities are and its economic viability. Subsequently, it is the Academic Council that assesses the proposal and validates its approval.

In the event that an existing degree is requested to be modified, it is done as a result of the monitoring and improvement process, or the report issued by AQU. Both cases are validated and managed by the school's Quality area.

Once the proposal for modification or new degree has been approved, the degree report is drawn up following the guidelines set by the quality assessment agency. The report includes all the sections necessary for its approval, following the accreditation guidelines, as well as the OMNES Group, EU Business School and any partner requirements.

In the case of degrees owned or partly owned by another higher education institution, this procedure will be carried out directly with the partner, in accordance with its calendar and requirements for the process. It will be necessary to take into account whether it is necessary to update the agreement between the two institutions to reflect the new situation. For official degrees, the degree report will also be sent to external bodies for official approval following the accreditation guidelines.

The improvement actions are reflected in the IQAS improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement)

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through established communication channels (surveys, suggestions, or complaints), students and alumni help detect proposals for new programs or modifications of existing ones.
Management Staff	Through the channelling of information received by students and teachers, participation in focus group activities or 360° evaluation of programmes, the analysis of market and competitor needs, management staff can propose proposals for new programmes or modifications to existing ones.
Faculty	Through meetings, satisfaction surveys and participation in the different quality commissions, teachers can detect proposals for new programs or modifications of existing ones.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information regarding skills and knowledge that students should have and thus identify improvements to existing degrees or even new programs.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Degree report (Memoria/Program Specifications) or modifications report	Vice-Dean for Education & Academic Affairs
Record	Agreement between EU Business School and the partner university	Vice-Dean for Education & Academic Affairs
Record	External bodies documents: 1. Accreditation Report 2. Council of Universities 3. RUCT Publication (Spain)	Vice-Dean for Education & Academic Affairs

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% validated proposals for new degrees	Partner University and External bodies reports	Annual	≥ 90%	Number of new proposals presented that have been approved / Total new proposals presented
% validated proposals for modifications	Partner University and External bodies reports	Annual	≥ 90%	Number of modifications presented that have been approved / Total modifications presented

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

DRAFT

PST03. Stakeholders Satisfaction

PST03.01. Survey System Management

TYPE / AUDIT DIMENSION	STRATEGIC PROCESS / <i>Dimension 7. Implementation of academic quality and results management systems</i>
PROCEDURE'S OWNER	Vice-Dean for Education & Academic Affairs
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Establish the necessary actions to know the level of satisfaction of the stakeholders, identify and propose actions for improvement.

2. DESCRIPTION

Part of the continuous improvement process is based on identifying improvement actions in the development of training programs. The tools used to measure the perception of the different stakeholders are:

Measuring Student Satisfaction

- SS01 Satisfaction Survey of New Access Students
- SS02 Student Satisfaction Survey on the subject and teacher
- SS03 Student Satisfaction on Business Immersion Week
- SS04 Satisfaction survey of students, faculty and staff on the School's Services and Facilities
- SS05 Student Satisfaction Survey on the Student Support Service
- SS06 Student Satisfaction Survey on the Tutorial Action Plan (TAP)
- SS07 Student Satisfaction Survey on the Capstone and their tutor
- SS08 Student Satisfaction Survey on the Internship Service
- SS09 Student Satisfaction Survey on the Mobility Program

Measuring the employability of alumni

- SS10 Graduate Satisfaction Survey (end of studies)
- SS11 Graduate Satisfaction Survey (when collecting the Diploma)

Measuring Faculty Satisfaction

- SS12 Faculty Satisfaction Survey
- SS04 Satisfaction survey of students, faculty and staff on the School's Services and Facilities
- SS13 Faculty Satisfaction on the course
- SS14 Faculty and Staff Satisfaction Survey on the Training Sessions

Measuring staff satisfaction

- SS15 Staff Satisfaction Survey

- SS04 Satisfaction survey of students, faculty and staff on the School's Services and Facilities
- SS14 Faculty and Staff Satisfaction Survey on the Training Sessions

Measuring Employer Satisfaction

- SS16 Employer Satisfaction Survey on the Internship Service
- SS17 Employer Satisfaction Survey on the Career Service

Satisfaction surveys are carried out periodically and in a planned manner in conjunction with the different departments involved and are led by the Quality Manager. The IT Department has developed a tool for the exploitation and analysis of the data obtained.

With the information collected, reports are made that are subsequently distributed to the different stakeholders and that serve to monitor, analyse, and improve the development of training and in turn serve as input for other procedures of the internal quality management system.

The different survey models are defined and reviewed continuously, as part of the IQAS improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the results of the different tools to measure perception (surveys, meetings, focus groups, complaints, etc.), the process is analysed and improved. Opinions are reflected in surveys, quality reports, group sessions, minutes of meetings with delegates, etc
Management Staff	Through meetings, satisfaction surveys, focus group sessions, 360º evaluation of the programs and channeling of information received by the different stakeholders, the process is analysed and improved. They also actively participate in the improvement of the different tools used to measure satisfaction.
Faculty	Through the results expressed in satisfaction surveys, meetings, 360º evaluation of the programs, etc., the process is analysed and improved. They also actively participate in the improvement of the different tools used to measure satisfaction.
Companies that host interns	Through the results expressed in the surveys of companies that host students on internships on the development of professional internships and different meetings (workshops, conferences, speed networking, etc.) that are held by the Careers Service area.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Satisfaction survey templates	Quality Manager

Record	Quality Reports	Quality Manager
Record	List of indicators	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% stakeholders satisfaction	Results Satisfaction surveys	Periodically	≥60%	Assessment of stakeholders regarding the compliance with their expectations

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PST03. Stakeholders Satisfaction

PST03.02. Management and review of complaints and suggestions

TYPE / AUDIT DIMENSION	STRATEGIC PROCESS / <i>Dimension 7. Implementation of academic quality and results management systems</i>
PROCEDURE'S OWNER	Vice-Dean for Education & Academic Affairs
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Establish the way in which EU Business School guarantees the identification and correction of non-compliant services and processes, as well as the way in which it manages, registers, and resolves incidents, complaints and suggestions arising from the development of its programmes.

2. DESCRIPTION

Non-conformities may originate from complaints from stakeholders, due to differences detected in the collection, analysis, and evaluation of the results or due to failures or absences in the implementation of the School's Internal Quality Assurance System, detected in the annual review of the IQAS and/or in any internal or external audit that take place. Consequently, anyone who is part of the school's different stakeholder groups can identify a non-conformity.

Once the incident has been identified, the department involved is notified so that they can identify the non-compliant service or process and communicate it to the Quality Area.

The Quality Department refers this information to the Management Committee which assesses the need to take action to eliminate the causes of such non-conformity, so that it does not happen again. This analysis will be reflected in the register of non-conformities.

This record of incidents is kept by the Quality Committee, in order to assure that the defined corrective or preventive actions take place within the agreed period of time. These actions are reflected in the Improvement Plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement) and specify the department responsible for their execution and control, as well as the deadline for their implementation.

Once the period of execution or monitoring of the corrective and/or preventive actions defined has elapsed, the School's Quality Area evaluates the effectiveness of the measures taken, recording the results, and closing the action if the measures have been effective.

If the evaluation gives an unsatisfactory result, the non-conformity is again referred to the Management Committee for resolution.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the established communication channels (surveys, meetings, focus groups, tutorials, suggestions, incidents, or complaints, etc.), students and alumni help to identify claims and suggestions.
Management Staff	Through the channelling of information received by students, alumni, teachers and employers, participation in focus group activities or 360° evaluation of the programs, the management staff can provide claims and suggestions.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, teachers can identify claims and suggestions.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information regarding claims and suggestions.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Register of non-conformities	Quality Manager
Record	Register of incidents	Quality Manager
Record	Improvement Plan	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of solved non-conformities	Register	Annual	≥60%	Solved non-conformities / Total of non-conformities
Number of improvement actions generated by non-conformities	Improvement Plan	Annual	≥80%	Number of improvement actions generated by non-conformities

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PST04. Accountability

PST04.01. Public information and Transparency

TYPE / AUDIT DIMENSION	STRATEGIC PROCESS / <i>Dimension 8. Public information</i>
PROCEDURE'S OWNER	Group Communications Director / Website Department
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Inform all stakeholders of the characteristics of the degrees and the management processes that guarantee educational quality.

2. DESCRIPTION

In order to guarantee maximum transparency, the Centre periodically publishes impartial and objective information, both quantitative and qualitative, on its qualifications and aspects related to management processes, applying the criteria included in the Guide to the Assessment of Foreign Centres published by AQU.

The Centre has a space that is easily accessible to all stakeholders on the institutional website that includes information on the characteristics and operational development of the training programme and the results that are derived. Public information considers information on the Internal Quality Assurance System (IQAS) and the processes related to the design and evaluation of degrees.

The content of the public information on the characteristics and operational development of the programmes is as follows:

- Overview
- Structure
- Fees
- Visas & Permits
- Admission Process
- Career Options

The website includes information on student entry, resources, the learning process, academic results, satisfaction obtained and career options.

Institutional and Quality Assurance information are also available on the website. Public information related to the data and indicators derived from the development of the degrees can be accessed through the "Evaluation and indicators" section, part of the "About Us" section of the website.

Students and teachers have access to a virtual classroom, with access to all the materials of the program and the academic calendar, as well as information on grades, forums, etc. Access to this information is restricted.

The content of the public information on the IQAS is as follows:

- Quality Committee.
- Quality Policy and objectives
- Quality Manual
- Process Map
- Procedures Manual
- IQAS Improvement Plan

Annually, the Quality Committee, together with the areas necessary depending on the nature of the information (degrees, institutional and IQAS information), analyse, decide and approve the relevant information to be published and the areas involved. All stakeholders can detect the need for change or inclusion of content and raise it to decision-makers for approval.

Accreditors may recommend or compel action on the process and are reflected in the accreditation report. Other improvement actions derived from continuous monitoring are reflected in the IQAS improvement plan or the degree monitoring reports.

In addition, the Marketing, Quality and Portfolio Development area carries out a continuous review of the contents of public information to guarantee its veracity, sufficiency, updating and accessibility.

The Marketing and Sales departments oversees and publishes institutional information, while the Quality department oversees information related to IQAS and collects information on academic performance indicators and the development of degrees.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the established communication channels (surveys, meetings, focus groups, tutorials, etc.), students and alumni can help identify proposals for improvement in the available public information.
Management Staff	Through the channeling of information received by students and teachers, participation in focus group activities or 360º evaluation of programs, the analysis of market and competitor needs, management staff can propose proposals for improvement in the available public information.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, as well as lines of research and knowledge transfer, teachers can identify and propose proposals for improvement in the available public information.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information on skills and knowledge that they should include in public information.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Centre website - section on portfolio	Portfolio Manager

Record	Centre website – section on IQAS	Quality Manager
Record	Centre website - section on the institution	Group Director of Sales & Marketing

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% student satisfaction with public information (initial survey)	Results Satisfaction surveys	Annual	≥4	The valuation that the students respond to the initial survey regarding the information question available on the website

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PST04. Accountability

PST04.02. Results Collection, Analysis and Evaluation

TYPE / AUDIT DIMENSION	STRATEGIC PROCESS / <i>Dimension 8. Public information</i>
PROCEDURE'S OWNER	Vice-Dean for Education & Academic Affairs
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Guarantee the collection of information and analysis of the results for the efficient management of the degrees and the IQAS.

2. DESCRIPTION

The Centre compiles information and analyses the results generated with the indicators of the internal quality assurance system (IQAS) to enhance the quality and continuous improvement of degrees.

The main mechanisms for obtaining and collecting information are:

- Internal information systems, through which the indicators of the degree are prepared, with the evolution over time of performance, dropout, graduation, efficiency, satisfaction, development of professional practices, professional insertion, etc.
- Admission processes to analyze student profiles.
- Student assessment tests (final project, exercises, exams, etc.).
- The suggestions, incidents, and complaints of the different stakeholders.
- Satisfaction surveys of students, graduates, teachers, employers, as well as management staff.
- The participation of different stakeholders (students, staff, faculty, and employers).
- Records and indicators associated with IQAS.

The IQAS monitoring reports and review report use the above information as the main elements for the quality control of degrees. The result of the above analysis is an annual plan with improvement actions linked to the degrees and improvement actions linked to the centre. All the reports respond to the set of dimensions required in the accreditation guides and in those established by the Centre itself and make a sufficient analysis of each dimension, providing evidence that allows the correct development of the training programs to be objectively analyzed.

Annually, the Centre's Quality Committee monitors the different reports and quality results of each program, and, in turn, they are reviewed by the Academic Council. If necessary, the Quality Committee can recommend the deprogramming of the degree, always ensuring that students can finish it before its termination.

Programs with results below the target are analyzed in more detail and the Academic Council can propose improvements. Possible improvement actions are reflected in the school's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement (Action Plan).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through meetings with delegates, individualised monitoring, satisfaction surveys, suggestions, incidents, or complaints, focus groups or 360° evaluations, labour insertion surveys, representation of a student in the quality committee, academic results, data are collected for analysis and decision-making. Likewise, a student is part of the Quality Committee.
Management Staff	Through the channelling of information received by students, teachers, employers and other management staff, work environment surveys, participation in focus groups or 360° evaluation of the programs, satisfaction surveys of training activities, data are collected for analysis and decision-making. Likewise, the staff is part of the Quality Committee.
Faculty	Through teaching and faculty coordination meetings, satisfaction surveys, communications, suggestions and comments, data are collected for analysis and decision-making. Likewise, a faculty is part of the Quality Committee.
Employers	Through satisfaction surveys, meetings and continuous contact, communications and student evaluations, data is collected for analysis and decision-making.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Meeting minutes	Quality Committee of the Centre

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
-	-	-	-	-

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PST04. Accountability

PST04.03. Internal audits (IQAS review)

TYPE / AUDIT DIMENSION	STRATEGIC PROCESS / <i>Dimension 1. Policies and strategy</i>
PROCEDURE'S OWNER	Vice-Dean for Education & Academic Affairs
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Conduct an examination of EU Business School's Internal Quality Assurance System (IQAS) to determine whether it has been effectively implemented, kept up to date and is in accordance with specified guidelines, as well as to identify opportunities for improvement.

2. DESCRIPTION

Audit planning

The Quality area is responsible for preparing the Annual Internal Audit Program. In this planning, the dates and the activities and areas to be audited are agreed. The dates are decided based on the status and importance of the processes and areas to be audited in relation to the work priorities established by the governing bodies, as well as the results of previous audits, innovations produced in relation to means, resources or documentation.

This planning must schedule, at least, one global audit of the IQAS per year, coinciding with the implementation of the Monitoring Reports that takes place between December and January.

Selection of auditors

The Quality area must select the audit team that will participate in each audit. This team will be made up of a member of the Quality area, who will act as chief auditor, and internal staff. The selection is made taking into account the needs of the scheduled audits and ensuring that the selected personnel do not have direct responsibility for the department to be audited.

Development of audits

The audits are carried out based on the guidelines defined in the Quality Manual for the design, implementation, and review of the IQAS, the applicable management procedures and the rest of the documentation of IQAS, as well as the non-conformities of previous audits.

Therefore, prior to carrying out the audit, it is necessary to establish the Audit Plan to be carried out, which determines the deadlines for each of the phases of the audit, the preparation, the opening meeting, the execution of the audit itself, the closing meeting, the issuance of the audit report and the corrective/preventive actions report.

Once the Chief Auditor has prepared this plan, he or she communicates it to the rest of the audit team to proceed with the preparation of the audit. This preparation allows you to

determine the aspects to be evaluated and to adequately prepare the checklist, if necessary, and the list of required records.

Subsequently, and on the date indicated in the Audit Plan, the audit is carried out, starting with an opening meeting between the audit team and the heads of the area involved. After this meeting, the audit begins, ending with the closing meeting, in which the heads of the area involved are informed of the main results of the audit and the non-conformities detected.

Follow-up of corrective actions

The Quality area is responsible for annual monitoring of the corrective and/or preventive actions derived from the audit processes carried out, verifying their implementation and effectiveness before their final closure. In the event that the monitoring shows that the action has not been effective, a new action is proposed in order to correct the non-conformity.

This process of monitoring and control of the improvement plan is carried out as part of the annual review process of the IQAS, and therefore, the results of the same are presented to the Quality Committee for subsequent submission to the Management Committee and dissemination to all stakeholders.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	-
Management Staff	-
Faculty	-
Employers	-

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Annual Audit Program	Quality Manager
Record	Improvement Plan	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
-	-	-	-	-

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PK01. Promotion and Enrolment

PK01.01. Student entry and Recruitment profile

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 3. Student admission, progress, recognition and certification</i>
PROCEDURE'S OWNER	Group Director of Sales & Marketing
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Generate information from the different collection channels and follow up on information requests from the portfolio to the application for admission.

2. DESCRIPTION

The Sales and Marketing area prepares a commercial plan. Based on this planning, promotion and recruitment campaigns are developed through different dissemination channels, such as social networks, the EU website, presence in the media, fairs, and search engines, among others.

On the other hand, requests for information are received from potential students through various entry channels (website, CPC campaigns, social networks, information sessions, etc).

The sales consultants accompany the interested party in the phases of information application, pre-registration, and application for admission, in matters relating to information about the program, the contents and the registration requirements, until payment is made.

Queries relating to enrolment, the recognition of ECTS for previous qualifications or queries related to the validation of official documentation are dealt with by the Secretary's Office.

Likewise, each student is assigned a Counsellor who will accompany them in everything necessary throughout their life cycle as a student at EU Business School.

The Sales and Marketing area carries out an analysis of the results and points for improvement, accompanied by a new product marketing plan to be implemented in the next campaign.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	The experience of current and former students helps to enrich and update the policies, as well as the General Conditions of Hiring.

Management Staff	The academic management, as well as the teaching staff involved, facilitates the sales arguments of the programs, as well as the updating of their contents, adapting to the requests and requirements of the different groups of interest. The management staff ensures that the procedure is carried out properly and makes contributions that will facilitate its use by the different interest groups involved based on their criteria and experience.
Faculty	In addition to reaching collaboration and/or sponsorship agreements, they interact with the school determining the type of skills and/or abilities it requires from the candidates it wishes to employ, so that the school can facilitate their learning throughout the training it offers.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Promotion planning	Sales and Marketing Director
Record	Candidates' documentation	Admissions Director

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Number of requests for information	Data Base	Annual	100% compliance of the objective	Number of requests for Information by degree
Number of Admission Applications	Data Base	Annual	100% compliance of the objective	Number of pre-registrations (applications for admission) by degree
% applications by acquisition channels	Data Base	Annual	Online: 25%-30% Offline: 70%-75%	% of applications per acquisition channels
% students who formalize enrolment	Data Base	Annual	≥ 80%	Number of students who formalize enrolment / Total number of students who apply for admission
% student satisfaction with the information and admission process	Satisfaction Survey	Annual	≥ 80%	No. of students with positive assessment regarding the information and admission process / Total number of students who respond to the survey

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

DRAFT

PK01. Promotion and Enrolment

PK01.01. Student entry and Recruitment profile

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 3. Student admission, progress, recognition and certification</i>
PROCEDURE'S OWNER	Group Director of Sales & Marketing
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Generate information from the different collection channels and follow up on information requests from the portfolio to the application for admission.

2. DESCRIPTION

The Sales and Marketing area prepares a commercial plan. Based on this planning, promotion and recruitment campaigns are developed through different dissemination channels, such as social networks, the EU website, presence in the media, fairs, and search engines, among others.

On the other hand, requests for information are received from potential students through various entry channels (website, CPC campaigns, social networks, information sessions, etc).

The sales consultants accompany the interested party in the phases of information application, pre-registration, and application for admission, in matters relating to information about the program, the contents and the registration requirements, until payment is made.

Queries relating to enrolment, the recognition of ECTS for previous qualifications or queries related to the validation of official documentation are dealt with by the Secretary's Office.

Likewise, each student is assigned a Counsellor who will accompany them in everything necessary throughout their life cycle as a student at EU Business School.

The Sales and Marketing area carries out an analysis of the results and points for improvement, accompanied by a new product marketing plan to be implemented in the next campaign.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	The experience of current and former students helps to enrich and update the policies, as well as the General Conditions of Hiring.

Management Staff	The academic management, as well as the teaching staff involved, facilitates the sales arguments of the programs, as well as the updating of their contents, adapting to the requests and requirements of the different groups of interest. The management staff ensures that the procedure is carried out properly and makes contributions that will facilitate its use by the different interest groups involved based on their criteria and experience.
Faculty	In addition to reaching collaboration and/or sponsorship agreements, they interact with the school determining the type of skills and/or abilities it requires from the candidates it wishes to employ, so that the school can facilitate their learning throughout the training it offers.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Promotion planning	Sales and Marketing Director
Record	Candidates' documentation	Admissions Director

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Number of requests for information	Data Base	Annual	100% compliance of the objective	Number of requests for Information by degree
Number of Admission Applications	Data Base	Annual	100% compliance of the objective	Number of pre-registrations (applications for admission) by degree
% applications by acquisition channels	Data Base	Annual	Online: 25%-30% Offline: 70%-75%	% of applications per acquisition channels
% students who formalize enrolment	Data Base	Annual	≥ 80%	Number of students who formalize enrolment / Total number of students who apply for admission
% student satisfaction with the information and admission process	Satisfaction Survey	Annual	≥ 80%	No. of students with positive assessment regarding the information and admission process / Total number of students who respond to the survey

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

DRAFT

PK01. Promotion and Enrolment

PK01.02. Access, Admission and Enrolment

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 3. Student admission, progress, recognition and certification</i>
PROCEDURE'S OWNER	Director of Admissions
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Manage candidates' applications for admission until they are resolved (admitted, non-admitted, or waiting list).

2. DESCRIPTION

Once the potential student has made the application for admission and has submitted the documentation required for access and admission, the process begins, and it is from this moment that each of the applications for admission is reviewed by the different agents involved in the process.

There is an initial review of the documents of a personal nature of the potential student. It is checked that you have submitted your ID card, your CV, letters of recommendation if required, and/or any other essential document. It is also verified that the requested academic documentation has indeed been submitted.

As soon as all the personal documentation is delivered and validated, the Admissions team proceeds to check that the access degree is suitable according to the requirements of the degree for which you have applied for admission. Once it is confirmed that the potential student meets the requirements, he or she continues to advance in the process.

Once the access and admission of each potential student has been validated, the analysis of the candidate is activated by the Admissions Committee by assessing the documentation and, if this has been established, by conducting an interview. All this is described in the Admissions Manual.

The Admissions Committee is generally made up of Faculty members and academic secretary technicians. The Admissions Committee assesses each of the applications and resolves the admission, refusal or waiting list (if there are more applications for admission than places available or that this is required, for example, because additional information is needed). Waiting lists must be resolved before the next intake begins.

The admission criteria are previously communicated to the potential student and are described in the Admissions Manual.

With the final decision, the candidacy is resolved, and communication is made according to the published calendar of rounds. In the event of non-admission, the potential student is notified, and if he/she cannot be redirected to another programme the amount paid for the application for admission is refunded. If the candidate withdraws by his/her own decision, the amount paid will not be refunded and his/her place will be available for another application.

There may be some cases in which admission is conditional on the presentation of the necessary documentation within an agreed period, such as a certificate accrediting the level of a language.

This process also establishes the need for the admitted student to carry out complementary training. This will depend on what is established in the report of each programme and the degree of origin presented by the candidate. It will be the Admissions team and/or Academic management team who determines how many, and which complements the admitted candidate must take.

Possible improvement actions are reflected in the improvement plan of the centre or degree (PCI01. Continuous Improvement and Quality Assurance).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Continuous interaction with students once they become students and satisfaction surveys help to improve the procedure.
Faculty	Through faculty meetings and continuous communication about the level of competencies of the students in the classes help to improve the procedure.
Management Staff	Continuous interaction with prospective students, analysis of provenance, qualifications and applicants' motivations for admission help to improve the procedure.
Companies that host interns	Continuous meetings with companies that host students who carry out academic internships help to detect if the skills are adapted to what the market requires.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Admissions Committee comments	Admissions Director
Record	Admissions Manual	Admissions Director

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% admitted per programme	Database	Annual	80%	Number of admitted / Total applications for admission (candidates)
% non-admitted per programme	Database	Annual	15%	Number of non-admitted / Total applications for admission (candidates)

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PK01. Promotion and Enrolment

PK01.03. Welcome, Support and Guidance to new students

TYPE / AUDIT DIMENSION	KEY PROCESS / Dimension 3. Student admission, progress, recognition and certification
PROCEDURE'S OWNER	Admissions Manager / Head of Academics (one per each campus)
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Provide advice to students from the information request stage to the completion of the course.

2. DESCRIPTION

The pre-enrolment phase is managed by the school's Recruitment and Admissions areas. From the moment a candidate requests information, they have at their disposal all the information they need to learn about the Program. This documentation includes information about the institution, the city where the teaching campus is located, as well as advice on administrative procedures that may be necessary for the student.

Once the student has advanced in the process, the intervention of the Academics area begins on each campus, with the following steps:

Prearrival counselling: 1-2 weeks before starting their studies, the counsellor sends a welcome email to the new students; the counsellor does regular meetings and ensures a smooth communication with the students throughout the whole academic journey.

Prearrival student experience service: before to the start of their studies, students are invited to an orientation week organized by the Student Experience team 1 week prior to the start of the semester/term; this is also coordinated with the counsellor team so they can attend and meet the students in person during this week.

Specialized counsellor: When the candidate becomes enrolled, a more individualized accompaniment process begins that accompanies them throughout the academic year (PSU02. Support to Students). The students have a counsellor specialized in their program and in the same building, in order to assure the better support service if necessary.

The situation of the participants is considered, since most of them are international and need a different accompaniment from the local candidates. That is why a series of services and activities are promoted that facilitate the bond with the student and make their experience more enriching. In this process, different activities are planned to energize students, such as talks, cultural activities, languages.

To analyse the correct development of the activities, information is collected through satisfaction surveys (PST03. Stakeholders Satisfaction). Possible proposals for improvement are reflected in the improvement plan of the IQAS (PCI01. Continuous Improvement and Quality Assurance).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Applicants for admission	Detection of needs to improve the service offered.
Students	With continuous feedback and satisfaction results, the Procedure is improved.
Faculty	Through the results of satisfaction surveys and faculty meetings.
Management Staff	Through continuous contact with students and teachers, the different communications that are made on the student's trip, etc.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Welcome Pack	Head of Academics
Record	Assignment of counsellors	Head of Academics

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% student satisfaction of the activities	Satisfaction survey results	Each scheduled activity	≥ 80%	Number of students with a positive rating of the activities / Total number of students who responded to the survey
% overall satisfaction of the Welcome Service	Satisfaction survey results	Annual	≥ 80%	Number of students with a positive rating of the Welcome Service / Total students who responded to the survey

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PK02. Portfolio Development

PK02.01. Portfolio Life Cycle Development

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 2. Design, approval and implementation of training programmes</i>
PROCEDURE'S OWNER	Portfolio Manager / Vice-Dean for Education & Academic Affairs
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Systematize the process of creating and modifying degrees.

2. DESCRIPTION

New programs design

To begin the process of designing new programs, a study is carried out to identify the needs, based on the market trends analysis, the feedback from stakeholders, the officialization requirements from accreditation bodies and the current programs performance.

After that, a feasibility analysis is developed aligned with the business strategy in order to subsequently be able to present a proposal for a training offer to the competent collegiate governing bodies.

The result of this proposal is communicated to all stakeholders so that, in the event of approval, they activate their corresponding processes, as well as the implementation schedule.

Programs modification

To begin the process of reviewing and potentially modifying programs, a study is carried out to identify the needs, based on the Annual Portfolio Review, the feedback from stakeholders, the market trends analysis and the new pedagogical methodologies.

After that, the identified modifications are analysed to determine if they are substantial or minor changes, according to the accreditation guidelines, in order to proceed (as defined on this process flowchart) to be able to present a proposal for a training offer to the competent collegiate governing bodies.

The result of this proposal is communicated to all stakeholders so that, in the event of approval, they activate their corresponding processes, as well as the implementation schedule.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through established communication channels (surveys, meetings, focus groups, tutorials, etc.), students and alumni can help identify proposals for new programs or modifications to existing ones.
Management Staff	Through the channelling of information received by students and teachers, participation in focus group activities or 360° evaluation of programs, the analysis of market and competitor needs, management staff can propose proposals for new programs or modifications of existing ones.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, as well as lines of research and knowledge transfer, faculty can identify and propose proposals for new programs or modifications to existing ones.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information on skills and knowledge that students should have and thus identify improvements to existing degrees or even new programs.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Report or document of Modification	Portfolio Manager / Vice-Dean for Education & Academic Affairs
Record	Minutes of the meeting of the collegiate governing body	Portfolio Manager / Vice-Dean for Education & Academic Affairs
Record	Documents external bodies: 1. AQU Report 2. Report of the Council of Universities 3. RUCT Publication	Portfolio Manager / Vice-Dean for Education & Academic Affairs

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of portfolio modifications submitted and approved	Internal body documents	Annual	≥ 90%	No. of modifications portfolio that has been approved / Total modifications submitted
% of degrees submitted to the external organs that are approved	Documentos órganos externos	Annual	≥ 90%	Number of degrees submitted that have been approved / Total degrees submitted

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

DRAFT

PK02. Portfolio Development

PK02.02. Portfolio Quality Assurance

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 2. Design, approval and implementation of training programmes</i>
PROCEDURE'S OWNER	Portfolio Manager / Vice-Dean for Education & Academic Affairs
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Determine the monitoring and ensure the functioning of the school's academic offer.

2. DESCRIPTION

Based on the results of the quality assessments, the development of teaching, the profiles of the students and their academic results, the analysis of the strengths and weaknesses of the degree, the proposals for improvement for the next edition and any other information that may be significant (surveys of the professors, student surveys, staff focus groups, 360º evaluation of the degrees, review of the portfolio, etc.), an analysis is carried out by the Vice-Dean for Education & Academic Affairs team of what the finished edition of the degree has meant and behaved.

The Quality area assesses the results and prepares the degree monitoring report, which includes an improvement action plan, following the model and recommendations of the AQU guidelines.

The monitoring reports are sent to the Quality Committee for review and advice, if it is necessary to take into account any additional information.

In addition, a period of public exposure of the monitoring reports of the degrees is established, where interest groups can provide suggestions and comments.

Subsequently, each follow-up report is reviewed by the Academic Council, which can also propose new improvements, recommending a new revision if necessary.

If required, it is the Quality area that sends the monitoring report to the corresponding Quality Agency for the issuance of an assessment report.

From this point, the proposals for improvement are implemented within the defined deadlines. Possible improvement actions are reflected in the school's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement (Action Plan)).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the established communication channels (surveys, meetings, focus groups, tutorials, etc.), students and alumni can help to identify proposals for improving degrees. Likewise, a student is part of the Quality Committee.
Management Staff	Through the channelling of information received by students and teachers, participation in focus group activities or 360° evaluation of the programmes, the management staff can propose proposals for improving the degrees. Another way of participating is through the suggestions and comments received in the public exhibition phase of the degree improvement plans. Likewise, representatives of the management staff are part of the Quality Committee.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, teachers can identify and propose proposals for improving degrees. The improvement proposals are reflected in the improvement plan of the monitoring report or accreditation self-report. Another way of participating is through the suggestions and comments received in the public exhibition phase of the degree improvement plans. Likewise, a teacher is part of the Quality Committee.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information on skills and knowledge that students should have and thus identify degree improvements.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Improvement plan	Vice-Dean for Education & Academic Affairs
Record	Recommendations	Quality Committee
Record	Minutes of the validation meeting	Quality Committee

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of improvement proposals related to portfolio closed within the established deadline	Improvement Plan	Annual	≥ 80%	No. of improvement proposals closed within the established period / Total of improvement proposals
% of favourable achievement of the proposals related to portfolio within the established deadline	Improvement Plan	Annual	≥ 80%	No. of Improvement Proposals Favorably Closed / Total Improvement Proposals Closed

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

DRAFT

PK03. Extended Services

PK03.01. Internship

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 6. Learning resources and student support</i>
PROCEDURE'S OWNER	Head of Alumni & Careers Services
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Manage and advise students on external internships.

2. DESCRIPTION

In the case of the Barcelona and Munich campuses, the internship management is part of the orientation and talent development service offered to all the students during their last year at EU Business School.

The student is accompanied from the beginning of the process, without the need for previous professional experience, and is advised in the preparation of their curriculum vitae as well as in the preparation of future interviews.

Subsequently, support is offered to the student in the search for internships, also accompanying him in the preparation of additional documentation such as the letter of motivation. The objective to be achieved is that each student is able to get an internship on their own merits.

Once the candidate is selected, an agreement is signed with the company or institution. With the incorporation of the student into the company or institution, tutoring is carried out both by the company or institution, and by the Careers Department, which accompanies the student and the company in the procedures and in the possible doubts that may arise.

At the end of the internship period, the company's tutor evaluates the student's competence. Based on the information received, the Careers Department follows up and sends the results to the person in charge of the program for the assignment of the grade.

On the other hand, based on the results of satisfaction with the internships by the students, the incidents that have arisen and the results of the guidance and professional development service, decisions are made to improve the development of the academic internships.

The actions to improve the process are reflected in the school's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement (Action Plan)).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Through meetings with program representatives, concerns and needs are known. In addition, through evaluation surveys, the procedure itself is improved.
Alumni	Networking activities to improve career opportunities
Faculty	Through satisfaction surveys and faculty meetings, they suggest improvements, and are also an important way of networking with the world of work.
Staff	Through continuous contact with students, the different areas of the school propose improvements.
Employers	They help to improve the level of professional competence and participate in workshops and meetings with students to raise awareness of the professional market and the needs that the market has when hiring

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Internship offer	Careers Department
Record	Internship Agreement	Careers Department
Record	Competency assessment	Careers Department
Record	Satisfaction results	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% allocation of internships by program	Database	Annual	≥ 90%	Number of students accepted for an internship / Total candidates
% satisfaction with the internship service	Satisfaction Survey	Annual	≥ 80%	% satisfaction with the internship service

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PK03. Extended Services

PK03.02. Mobility

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 6. Learning resources and student support</i>
PROCEDURE'S OWNER	Academic Partnerships Coordinator
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Manage the international academic mobility program for students.

2. DESCRIPTION

With the Mobility offer, students who move geographically for a period of time, within the framework of agreements with international academic institutions.

International student mobility, both incoming and outgoing, is progressively developing to include both curricular mobility (with academic recognition in the curriculum of the program in which the student is enrolled) and non-curricular mobility (not recognized in the curriculum in which the student is enrolled).

Agreements with academic institutions are managed by the Academic Partnerships Coordination Area and the Sales Department (Recruitment) and with the collaboration of Campus Management and Admissions Department.

Students are informed of the offers through communications made by the Academic Partnerships Coordination Area. Any interested student formalises the application for participation. In the case of incoming students, the Admissions Department receives applications and reviews compliance with the documentary requirements for participation. A committee made up of representatives of the Academic Partnerships Coordination Area and the Admissions Department assign the available places based on the fulfillment of the requirements of each program.

In the case of outgoing, the students send their applications directly to the Academic Partnerships Coordination Area. The applicants are nominated to the institutions abroad and these institutions analyses the compliance of the admissions requirements and assign the places.

The student is informed of the resolution, who must formalize the enrolment (or eventual resignation) on the exchange program before the deadline defined.

A prearrival orientation is scheduled in order to welcome the incoming students and offer support to solve any operational and academic doubt. Before starting the mobility, a study

plan recognition proposal of the credits taken abroad is presented to the student during an individual meeting and this proposal should be agreed by the student and the Academic Partnerships Coordination Area.

Once the students start the mobility experience, they are requested to fill up a certificate of arrival which contains the confirmation of courses taken at destination institution, the dates of the program and the signature of the international relations office of this institution.

During the stay, the outgoing students maintain the support of their regular counsellor, and, for the incoming students, a new EU Business School counsellor is assigned to them to provide any support needed.

At the end of the mobility program, the transcripts are sent to the destination institution in order to incorporate the new information to their academic records. For all incoming students received at EU Business School, a diploma is delivered certifying the compliance of the credits taken.

A satisfaction survey is sent to collect feedback regarding the incoming and outgoing students experience. This information is taken into account for the next academic year. From this point, the proposals for improvement are implemented within the defined deadlines. Possible improvement actions are reflected in the school's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement (Action Plan).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	By analysing applications to participate in a mobility programme and the results of satisfaction surveys.
Alumni	Alumni participate in the degree improvement plans through the channels indicated for this purpose. Through the Alumni programme, some of the non-curricular mobility initiatives can be opened to the participation of former students.
Faculty	Through satisfaction surveys and faculty meetings, they suggest improvements.
Staff	Through continuous contact with students, the different areas of the center propose improvements.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Institutional Agreements	Academic Partnerships Coordination
Record	Mobility Offer	Academic Partnerships Coordination
Record	Admission Requirements	Academic Partnerships Coordination
Record	Satisfaction Survey Results	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Number of students in mobility programs by program	Database	Annual	Incoming \geq 60 Outgoing \geq 60	Number of students in mobility programs by program
% satisfaction with the mobility program	Satisfaction Survey	Annual	\geq 80%	% satisfaction with the mobility program

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PK03. Extended Services

PK03.03. Complementary Academic Activities

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 6. Learning resources and student support</i>
PROCEDURE'S OWNER	Head of Student Experience / Careers Department
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

To define how EU Business School reviews, updates and improves the offer of complementary academic activities available to students with a clear professional orientation.

2. DESCRIPTION

The organization of complementary academic activities is distributed among different areas of the school, depending on nature and objectives.

In the case of proposals with a clear professional orientation, management is led by the Careers Department; however, at the Barcelona Campus, the Academic Department and the Student Experience Department are responsible for those activities that are more focused on social and cultural issues.

Based on the results of previous editions of complementary activities, the responsible area designs information on the academic, social and professional environment, information collected from stakeholders (through surveys, ordinary meetings, etc.), the School's service plan, which includes a series of social actions and support for the comprehensive training of students in transversal skills that encompass social responsibility, ethics, creativity and critical thinking, among others.

This Service Plan is proposed to the Campus management. Likewise, the person in charge of the School's service plan is responsible for organising each of the actions and communicating the programme of its activities to stakeholders through different means (the school's website, advertisements on the Virtual Campus, mailing, social networks, etc.), with the support of the Marketing and Communication department.

Some of the complementary academic activities proposed to students are:

- Webinars on entrepreneurship, employability, and personal branding
- Soft Skills Development
- Development of management skills

Once the action has been carried out, the person responsible for the service plan assesses the degree of satisfaction of the attendees with the action carried out, by means of a survey. And on an annual basis, the programmed activities are evaluated in order to plan the next edition.

From this point, the proposals for improvement are implemented within the defined deadlines. Possible improvement actions are reflected in the school's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement (Action Plan).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the established communication channels (surveys, meetings, focus groups, tutorials, etc.), students and alumni can help to identify proposals for improving Complementary Academic Activities.
Management Staff	Through the channelling of information received by students and teachers, participation in focus group activities or 360° evaluation of the programmes, the management staff can propose proposals for improving the Complementary Academic Activities.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, teachers can identify and propose proposals for improving Complementary Academic Activities.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information on skills and knowledge that students should have and thus identify Complementary Academic Activities improvements.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Service Plan	Careers/ Head of Student Experience
Record	Satisfaction Survey	Quality Manager
Record	Results Report	Head of Student Experience

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Number of events and/or activities offered	Service Plan	Annual		Number of events and/or activities offered
% attendance at each of the events and/or activities offered	Attendance control	Annual	≥ 70%	Number of attendees / Total number of summoned
% satisfaction with each of the events and/or activities offered	Satisfaction Survey	Annual	≥ 80%	% satisfaction with each of the events and/or activities offered

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

DRAFT

PK03. Extended Services

PK03.04. Other Extended Services (Non-Professional or Academic)

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 6. Learning resources and student support</i>
PROCEDURE'S OWNER	Head of Student Experience / Head of Academics
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

To define how reviews, updates and improves the offer of extended services available to students at EU Business School.

2. DESCRIPTION

The offer of non-academic activities seeks to enrich and complete the student's experience during their stay on campus. In the same way that complementary academic activities are planned, a plan is established annually with the programming of extended services and activities throughout the academic year.

Welcome Activities

Activities are organised to welcome new students and encourage links to be established within the class group (PreOrientation Activities, Orientation Day/Week, Welcome Drinks, Coffees, etc). The main event scheduled annually is the Campus Welcome Party.

Sport Activities

Students have the opportunity to share team with their classmates and compete practicing sports such as tennis, paddle, beach volleyball, soccer, basketball, chess and e-sports (for Digital Campus). In addition, special events such as football tournament or beachfront kickboxing classes are also organized.

Trips and excursions

In addition to the time shared in the classrooms, students are invited to participate in cultural, tourist and leisure outings, as part of their experience.

Student Clubs

They play a crucial role in improving the student experience and provide a platform for like-minded people to connect and collaborate in pursuit of shared interests. Joining a student club is a great way to kickstart your career with your fellow learners.

Wellbeing Program

The students have the opportunity to join some activities focused on help them to manage their wellbeing, such as workshops, activities regarding cyberbullying prevention, stress management, cybersecurity, etc.

This Plan for extended services is proposed to the Campus management for approval. Likewise, the person in charge of the plan is responsible for organising each of the actions and communicating the programme of its activities to stakeholders through different means (the school's website, advertisements on the Virtual Campus, mailing, social networks, etc.), with the support of the Marketing and Communication department.

Once the action has been carried out, the person responsible for the plan assesses the degree of satisfaction of the attendees with the action carried out, by means of a survey. And on an annual basis, the programmed activities are evaluated in order to plan the next edition.

From this point, the proposals for improvement are implemented within the defined deadlines. Possible improvement actions are reflected in the school's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement (Action Plan)).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the established communication channels (surveys, meetings, focus groups, tutorials, etc.), students and alumni can help to identify proposals for improving extended services.
Management Staff	Through the channelling of information received by students and teachers, participation in focus group activities or 360º evaluation of the programmes, the management staff can propose proposals for improving the extended services.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, teachers can identify and propose proposals for improving extended services.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information on skills and knowledge that students should have and thus identify extended services improvements.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Extended Services Plan	Academic Department / Head of Student Experience
Record	Satisfaction Survey	Quality Manager
Record	Results Report	Academic Department / Head of Student Experience

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Number of events and/or activities offered	Service Plan	Annual		Number of events and/or activities offered
% attendance at each of the events and/or activities offered	Attendance control	Annual	≥ 70%	Number of attendees / Total number of summoned
% satisfaction with each of the events and/or activities offered	Satisfaction Survey	Annual	≥ 80%	% satisfaction with each of the events and/or activities offered

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PK04. Research

PK04.01. Research Management

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 4. Teaching staff</i>
PROCEDURE'S OWNER	Vice-Dean for Research and Faculty Development
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Define how the institution manages and promotes the research activity.

2. DESCRIPTION

EU Business School is focusing on promoting research activity of its faculty. The Vice-Dean for Research and Faculty Development designs the Research Plan for each academic year and present it to the Academic Council and Management Committee for its approval.

This Research Plan defines the steps needs to be taken regarding improving the level in quality of research EU Business School. There are three prominent activities that outline the research plan: (i) development of research centres, (ii) organization of activities to support the development of research projects and faculty's research skills, and (iii) institutional support for research.

The development of research centres is a step that involves involvement of faculty under the supervision of the Vice-Dean for Research and Faculty Development. Herein, the faculty's interests are gathered and they are segmented into research centres, whose scope is then defined. The research centres are then presented by the Vice-Dean of Research and Faculty Development to the Management Committee and Academic Council for approval.

The organization of research activities to support the development of research projects and skills is undertaken by each of the research centres. The research centre coordinators organize research seminars, which is then approved by the Vice-Dean of Research and Faculty Development. The Faculty Development Program: Scientific Branch is organized by the Vice-Dean of Research and Faculty Development in coordination with the researchers, wherein sessions are conducted on topics relating to methodology, data analysis and writing skills. This program is approved by the Academic Council. At the end of the year, the research faculty is required to answer a survey in order to gather feedback and assess the level of satisfaction with the organized sessions. This feedback, consequently, informs the development of the following year's sessions.

The institutional support activities pertain to the assessment of research scholarships and funds. The Vice-Dean for Research and Faculty Development presents the initial draft to the Global Dean and the Academic Council for approval for each academic year.

At the end of the academic year, a Research Report is created by the Vice-Dean for Research and Faculty Development with feedback from each research centre. The goal of the Research Report is to disseminate the research activities, accomplishments, research projects, and publications that resulted in the year. The Research Report is then sent to the Communications Department for dissemination.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Vice-Dean for Research and Faculty Development	Creating the research strategy for the year, supervising its implementation and reporting the final results to internal and external stakeholders
Academic Council and Management Committee	Reviewing and approving the research strategy
Faculty	Participating in research activities and projects, as well as providing feedback for improvement
Communications Department	Preparing the dissemination reports for external stakeholders

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Research Plan	Vice-Dean for Research and Faculty Development
Record	Research Report	Vice-Dean for Research and Faculty Development
Record	Satisfaction Surveys from the Faculty	Vice-Dean for Research and Faculty Development

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Number of research activities organized in the Faculty Development Program: Scientific Branch	Faculty Development Program's Outline	Annual	8 sessions per year	Number of events organized; number of faculty who attend or watch the sessions

% satisfaction with the Faculty Development Program	Satisfaction Survey	Annual	≥ 80%	% satisfaction with the mobility program
Number of publications in indexed journals	Research Report	Annual	15 publications per year	Number of publications in scientific journals, assessed by the rankings of the journals

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

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PK05. Professional Orientation and Alumni

PK05.01. Career Services

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 6. Learning resources and student support</i>
PROCEDURE'S OWNER	Head of Alumni & Careers Services
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Advise and guide students in the development of their professional career.

2. DESCRIPTION

The Careers Service promotes close long-term collaborative relationships with companies and institutions, advising companies on the management of offers and the search for talent for open positions for academic and employment internships. The main objective of the Careers Service is to accompany and help students in goals achievement.

Personal and Professional Development

On the one hand, personal and professional development is promoted through collaborative and networking events, but also training sessions that are part of the students' learning process. Throughout their stay at the school, students are invited to participate in the following activities:

- Workshops
- Guest Speakers
- Company visits
- Business Immersion Week
- Self-Awareness sessions
- Learning from Leaders Conferences
- Networking opportunities
- Internship & Interview support and preparation

In addition, a Careers Handbook is made available to students that serves as a reference guide throughout the process, offering basic information.

Talent Development

And on the other hand, important work is done on the development of talent, through one-on-one counselling, workshops, and training drops. The career advisor is always available to discuss with the students their educational and employment background and interests.

In this sense, the advisor proposes different actions according to the students' goals to help them develop a career path and job search strategy.

The Careers Service publishes offers through the platform and provides information on job forums and other external activities that may be of interest to students. The way to manage offers is through the digital employment platform where students personally opt for the offers published by companies.

If the student finds the offer on their own, the Careers Service is responsible for the management through the same employment platform.

On the other hand, based on the results of satisfaction, the incidents that have arisen and the rates of labour insertion and the results of the external academic internship procedure, decisions are made to improve the development of the service.

The actions to improve the process are reflected in the school's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement (Action Plan)).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Through meetings with program delegates, concerns and needs are known. In addition, through satisfaction surveys, procedures and training are also improved
Alumni	Networking activities to improve career opportunities: participate in meetings with students and contact with the institution is maintained (reporting on conferences, trainings, etc.) since they can become employers for the students of the center. In addition, through the results of labor insertion, the procedure is improved.
Faculty	Through satisfaction surveys and faculty meetings, they suggest improvements, as well as being an important way of networking with the world of work
Staff	Through continuous contact with students, the different areas of the center propose improvements.
Employers	They help to improve the level of professional competence and participate in workshops and meetings with students to raise awareness of the professional market and the needs that the market has when hiring.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Career guidance actions	Careers Department
Record	Attendance at activities	Careers Department
Record	Satisfaction Results	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Number of activities programmed by the Careers Service	Database	Annual		Number of activities programmed by the Careers Service
% student satisfaction with the activities of the Careers Service	Satisfaction Survey	Annual	≥ 80%	Satisfaction rate of the activities of the Careers Service

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PK05. Professional Orientation and Alumni

PK05.02. Alumni

TYPE / AUDIT DIMENSION	KEY PROCESS / <i>Dimension 6. Learning resources and student support</i>
PROCEDURE'S OWNER	Head of Alumni & Careers Services
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

To promote the continuous professional improvement of EU Business School Alumni.

2. DESCRIPTION

The Alumni community was created to serve the school's students as a network of participants who maintain, in some way, the personal and/or professional relationship with their classmates and with EU Business School. The objective of this service is to bring members of the community a wide range of proposals, services, opportunities and events, as well as to encourage alumni to actively contribute to that community and generate a system of growth and collaboration between members.

Once students become graduates, they are given access to the Alumni Hub platform, where they will meet more than ten thousand alumni of the school around the world. This platform, in addition to allowing access to job offers published by companies, makes it easy to share information about events, professional resources, as well as to be able to contact any other member of the community, being able to apply search filters such as geographical location.

In addition, recent graduates are provided with an Alumni Handbook, which will act as a guide offering the most important useful information.

The Alumni Department also publishes offers through the platform and provides information on employment forums and other external activities that may be of interest to the Alumni community.

On the other hand, based on the results of satisfaction, the incidents that have arisen and the rates of labour insertion and the results of the external academic internship procedure, decisions are made to improve the development of the service.

The actions to improve the process are reflected in the school's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement (Action Plan)).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Through meetings with the delegates of the programs, they get to know each other concerns and needs.
Alumni	Main target of the activities programmed by Alumni, starting with the detection of their needs and interests.
Faculty	An important asset in the Alumni activity, both as speakers and disseminators of the activities.
Staff	Through continuous contact with former students, the different areas of the centre can propose lines of action.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Professional profiles	Careers & Alumni Department
Record	Results of employability	Careers & Alumni Department
Record	Satisfaction Results	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Satisfaction rate by activity	Satisfaction Survey	Annual	≥ 80%	Satisfaction rate by activity
Employment rate by program	Satisfaction Survey	Annual	≥ 80%	Employment rate by program
Rate of adaptation of job to studies	Satisfaction Survey	Annual	≥ 80%	Rate of adaptation of job to studies

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PSU01. Faculty and Staff Management

PSU01.00. Identification of necessities

TYPE / AUDIT DIMENSION	SUPPORT PROCESS / <i>Dimension 4. Teaching staff</i>
PROCEDURE'S OWNER	Head of Human Resources / Academic Dean
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

The main objective of this procedure is to establish actions to identify new faculty and staff recruitment, training, or recognition needs.

2. DESCRIPTION

Identification of recruitment necessities

The needs for faculty and staff recruitment are identified based on the EU Business School Strategic Plan and the Annual Budget that includes the different items that are aligned to these requirements and the Faculty and Staff Management Policies.

On the other hand, these needs are also detected, based on the proposals made by the different heads of the areas, in order to guarantee the development of activities and the achievement of established objectives. The possibility of promotion of people already hired is analysed as a fundamental criterion for filling vacancies. If the need is not covered, an external recruitment and selection process begins.

The process begins when the person responsible for each area makes a request for incorporation and communicates it to the Management Committee. This incorporation request must always be contrasted with the budget for the current year in order to be managed, corresponding to one of the following options:

- New incorporation.
- Temporary leave due to replacement (maternity, long sick leave, etc.).
- Resignation and replacement.
- Dismissal and replacement.

When the position request is approved, the selection process will begin in accordance with current regulations.

Identification of training necessities

The training and development are a useful tool to guarantee the continuous adaptation of the faculty and staff knowledge and skills required to develop with effectiveness of their functions.

The main objectives of the training are:

- Quality assurance of professional performance.

- Teaching innovation.
- Service improvement.
- Alignment with sector trends.
- Personal development and possibility of job promotion.

These training activities can be scheduled at the initiative of the school or can be proposed by the faculty or staff. In any case, they must be aligned with the current needs of each department. All training activities (internally or externally) will be recorded and monitored to, once completed, know the degree of satisfaction of the participants.

The proposals for improvement of that process are reflected in the IQAS Action Plan and they are reviewed and updated at the end of every academic year.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through established communication channels (surveys, suggestions, or complaints), students and alumni help identify training needs for the faculty and staff
Management Staff	Through the development of job functions, meetings and surveys, the management staff help identify improvements in the procedure and training needs
Faculty	Through meetings, satisfaction surveys and participation in the different quality commissions, teachers can identify improvements in the procedure and training needs
Employers	Through corporate relationships that serve as an input to adapt the jobs description and detect training needs.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Recruitment Strategy	Academic Dean / Head of Human Resources
Record	Training Plan	Head of Human Resources
Record	Applications list (each job offer)	Head of Human Resources
Record	Attendance list (each training action)	Head of Human Resources
Record	Satisfaction Survey results	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% recruitments requested that are published	Human Resources Plan	Annual	≥80%	Number of recruitment requests / Total job offers published
% proposed training activities that are carried out	Training Plan	Annual	≥80%	Number of training requests or proposals / Total training actions offered

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PSU01. Faculty and Staff Management

PSU01.01. Faculty and Staff Recruitment and Enrolment

TYPE / AUDIT DIMENSION	SUPPORT PROCESS / <i>Dimension 4. Teaching staff</i>
PROCEDURE'S OWNER	Head of Human Resources / Vice-Dean for Research and Faculty Development
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

The main objective of this procedure is to guarantee quality and improvement in the incorporation of new members to the team.

2. DESCRIPTION

The selection process begins with the identification of needs (PSU01.00. Identification of necessities). Faculty and Staff recruitment refers to the process of identifying, attracting, and selecting qualified individuals to fill positions. It is developed in the following main phases:

- **Needs Assessment:** The Academic Department identifies the need for faculty members in specific disciplines or departments based on factors such as student enrolment, program expansion, retirement of existing faculty, or the creation of new academic programs.
- **Position Advertisement:** (HR Department) Job postings are created and advertised through various channels.
 - Email to EU Business School Faculty and/or Staff
 - SharePoint folder 'EU Document Repository'
 - EU Business School LinkedIn profile

These postings outline the qualifications, responsibilities, and expectations for the position.
- **Application Review:** The Academic Department receives applications from interested candidates and forms a search committee composed of faculty members and administrators to review applications.
- **Interviews:** Shortlisted candidates are invited for interviews, presentations, and meetings with the dean, faculty and members of the academic department.
- **Selection:** After the interview process, the search committee makes recommendations to the dean.
- **Offer and Negotiation:** HR Department makes an offer to the selected candidate, outlining details such as salary, benefits, start date, and expectations. Negotiations may occur

regarding terms of employment, including salary, research support, teaching load, and other resources.

- **Onboarding:** Once the offer is accepted, the institution initiates the onboarding process, which includes completing necessary paperwork, orientation sessions, and integration into the academic community.
- **Integration and Professional Development:** The newly recruited faculty member becomes an integral part of the academic community.

To measure and monitor the development of academic staff, there are procedures PSU01.02. Faculty and Staff Training and PSU01.03. Faculty and Staff Evaluation and Recognition. The proposals for improvement of that process are reflected in the IQAS Action Plan and they are reviewed and updated at the end of every academic year.

1. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through established communication channels (surveys, suggestions, or complaints), students and alumni help detect recruitment needs
Management Staff	Through the development of job functions, meetings and surveys, the management staff help detect recruitment needs
Faculty	Through meetings, satisfaction surveys and participation in the different quality commissions, teachers can detect recruitment needs

2. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Job Catalog	Human Resources Manager
Record	Application for Incorporation	Human Resources Manager
Record	Job Description	Human Resources Manager
Record	Job Vacancy Offer	Human Resources Manager
Record	Employee Profile	Human Resources Manager
Record	Contract	Human Resources Manager

3. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% new employees who receive training at incorporation	List of new employees who receive training at incorporation	Annual	100%	new employees who receive training at incorporation / Total of new employees

% international faculty and staff	List of new employees' nationalities	Annual	≥50%	Number of employees with local nationality / Total employees
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4. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

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PSU01. Faculty and Staff Management

PSU01.02. Faculty and Staff Training

TYPE / AUDIT DIMENSION	SUPPORT PROCESS / <i>Dimension 4. Teaching staff</i>
PROCEDURE'S OWNER	Head of Human Resources / Academic Dean / Vice-Dean for Research and Faculty Development
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Identify and respond to training needs for the development of Faculty and Staff.

2. DESCRIPTION

The training and development of academic staff are one of the central axes of the Institution to guarantee the continuous adequacy of the knowledge and skills necessary to effectively develop the functions of the teaching staff.

The main objectives of the training are:

- Quality assurance of professional performance.
- Teaching innovation.
- Service improvement.
- Alignment with sector trends.
- Personal development and possibility of job promotion.

Regarding faculty, training is planned according to the needs detected as part of the Personalized Teaching Plan (PTP). Faculty requests are met according to the available resources.

Every six months, training sessions are scheduled for all staff and each of them is assessed through a satisfaction survey with the aim of identifying new opportunities for improvement.

The proposals for improving the process are reflected in the IQAS improvement plan (IQAS definition procedure, policy, and quality objectives) and in the event that there is any specific improvement in the degree, it is reflected in the degree improvement plan (procedure for monitoring, analysis and improvement of degrees).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through established communication channels (surveys, meetings, focus groups, suggestions, incidents, or complaints), students and alumni help identify training needs for academic staff.
Management Staff	Through the development of job functions and meetings, management staff help identify procedural improvements and training needs.
Faculty	Through meetings, satisfaction surveys and participation in the delivery of different training courses, teachers can identify improvements in the procedure and detect training needs.
Employers	Through corporate relationships that serve as input to adapt the jobs in the Centre and detect training needs.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Training Plan	Head of Human Resources
Record	Personalized Teaching Plan (PTP)	Academic Dean / Vice-Dean for Research and Faculty Development
Record	Call for training	Head of Human Resources
Record	Attendance List	Head of Human Resources
Record	Training satisfaction results	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Number of training activities carried out for faculty and staff	Training Plan	Annual	Compliance with 80% of the training plan schedule	Training activities carried out / Total planned activities
Number of faculty members who have attended training activities	Attendance List	Annual	≥80%	Total faculty attending training activities
Number of staff members who have attended training activities	Attendance List	Annual	≥80%	Total staff attending training activities
% of faculty participating in training activities with respect to the total summoned	Attendance List	Annual	≥80%	Total faculty attending a training activity / Total faculty summoned

% of staff participating in training activities with respect to the total summoned	Attendance List	Annual	≥80%	Total staff attending a training activity / Total staff summoned
% satisfaction with the training of faculty and staff	Satisfaction Survey	Annual	≥80%	Satisfaction rate of training activities

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

DRAFT

PSU01. Faculty and Staff Management

PSU01.03. Faculty and Staff Evaluation and Recognition

TYPE / AUDIT DIMENSION	SUPPORT PROCESS / <i>Dimension 4. Teaching staff</i>
PROCEDURE'S OWNER	Head of Human Resources / Vice-Dean for Research and Faculty Development
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

The main objective of this procedure is to establish actions to evaluate the faculty performance, as well as promote and recognize their academic success and teaching quality.

2. DESCRIPTION

EU Business School evaluates Faculty and Staff in order to provide students with quality academic training and a satisfactory educational experience. In this sense, the faculty evaluation consists of four fundamental aspects:

- Evaluation of Teaching Performance
- Management evaluation
- Research evaluation
- Faculty Recognition

At the beginning of each academic year, the Personalized Teaching Plan (PTP) is defined, which is reviewed in the middle and at the end of each teaching semester. The person responsible for defining objectives is the Dean and those responsible for monitoring and evaluation are the Department Directors and the Vice-Dean for Research and Faculty Development.

Evaluation of Teaching Performance

1. Students Satisfaction: At the end of the subject or semester, students will have the opportunity to answer a survey to evaluate the teacher. This survey seeks to evaluate the performance of teaching and measures satisfaction with the training provided, with the evaluation methods and tools used and feedback received. The quality area analyses the results every six months and opportunities for improvement are identified.
2. Faculty Satisfaction: At the end of the subject or semester, faculty will have the opportunity to answer a survey to evaluate aspects related to the level and skills of the students, the contents taught, the relationship with the institution and aspects related to services and material resources. This information is relevant to contrast the results of Students Satisfaction Surveys.
3. Suggestions or complaints received from students or staff.
4. Teaching hours.
5. Preparation of teaching materials.
6. Results of focus group sessions and Curriculum Development processes.
7. Results of the activities related to the Tutorial Action Plan (TAP).

Management Evaluation

The evaluation of leadership seeks to evaluate the teacher's commitment to related activities to administrative management and leadership inside and outside EU Business School. Some of the criteria to evaluate are:

1. Participation in institutional activities of the EU Business School.
2. Participation in management positions of Bachelors, Masters, or MBAs.
3. Participation in quality commissions or internal and external committees.

Research Evaluation

Research or activities related to scientific research carried out by the teaching staff are evaluated by the Vice Dean for Research and Faculty Development. Among the criteria to be evaluated, the following are considered:

1. Articles published in indexed peer review journals.
2. Presentations on scientific events (conferences, seminars, etc).
3. Supervised capstone projects.
4. Awards obtained.

Faculty Recognition

The purpose of the recognition is to promote excellence in teaching and research among faculty. Annually, Faculty Awards are proclaimed during the graduation ceremony of each campus. They are granted in two modalities:

1. Teacher most rated by students (based on the results of the students reporting)
2. Teacher with a better teaching and research performance (based on the results of the Faculty Evaluation Report)

The proposals for improvement of that process are reflected in the IQAS Action Plan and they are reviewed and updated at the end of every academic year.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through established communication channels (surveys, suggestions, or complaints), students and alumni help assess the performance of faculty
Management Staff	Through the development of job functions, meetings and surveys, the management staff help identify improvements in the procedure
Faculty	Through meetings, satisfaction surveys and participation in the different quality commissions, teachers can identify improvements in the procedure

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Human Resources Policies	Head of Human Resources
Record	Personalized Teaching Plan (PTP)	Academic Dean / Vice-Dean for Research and Faculty Development
Record	Faculty Self-Assessment Report	Vice-Dean for Research and Faculty Development

Record	Faculty Evaluation Report	Vice-Dean for Research and Faculty Development
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5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% faculty with positive evaluation from students	Student Satisfaction Survey	Biannual	≥80%	Number of teachers with a grade greater than 4 / Total Faculty
% compliance with the Personalized Teaching Plan (PTP)	Personalized Teaching Plan (PTP)	Annual	≥80%	Number of actions completed in the PTP / Total actions of the PTP
% faculty with positive evaluation from Vice-Dean	Faculty Evaluation Report	Annual	≥80%	Number of teachers with a grade greater than 4 / Total Faculty

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
PSU01.03. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PSU02. Support to Students

PSU02.01. Tutorial Action Plan (TAP)

TYPE / AUDIT DIMENSION	SUPPORT PROCESS / <i>Dimension 6. Learning resources and student support</i>
PROCEDURE'S OWNER	Heads of Academics (one per Campus)
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

To ensure the mechanisms by which the Tutorial Action Plan (TAP) is put into practice, reviewed and improved, whose objective is to carry out a personalised follow-up of students, providing them with the necessary tools to solve any need that arises throughout their stay at EU Business School.

2. DESCRIPTION

It is the responsibility of the centre to guarantee the support of the student as well as the follow-up throughout their studies. With this purpose, each EU Business School student is assigned to a tutor (Counsellor) who will be responsible for facilitating adaptation to the university environment, optimising the student performance, facilitating personal and professional development, as well as the continuity of studies.

Although adherence to the Tutorial Action Plan (TAP) is voluntary, all students are informed of it and once the first tutorial has been carried out, the student's file (that was opened and filled during the Admission process) is reviewed to include information on some of the following aspects:

- Aim of the studies
- Personal and family situation
- Availability of dedication to studies
- Other activities that the student develops
- Interest in making an international stay during the program
- Future outlook at the end of studies
- Areas where the student may have difficulties
- Special learning needs (SLN) of the student that can require adaptations
- Wellbeing support needs (offering the service if needed)

The counsellor assigned to each student is responsible for updating the student's file with the information that is considered relevant, but any member of the academic team can have access to this information if necessary.

Regarding the monitoring of the student's progress during the program, the Tutorial Action Plan (TAP) focuses on the following actions:

- Orientation and welcome at the beginning of the program
- Accompaniment throughout the course attending to the needs of the student
- Personalized monitoring of results in collaboration with the academic team
- Individual tutorials for the planning of the different stages of the program and resolution of personal incidents
- Attention to the student's special needs (if needed)
- Access to psychological and emotional support (if needed)

The description of the plan and the results of requirements, as well as the improvement actions derived from them are included in the annual report of the Tutorial Action Plan (TAP).

The analysis of the results of the Tutorial Action Plan (TAP) will help to determine the possible improvement actions that will be reflected in the school's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement (Action Plan).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Through the established communication channels (surveys, meetings, group sessions, tutorials, etc.), students can help identify proposals for improving degrees.
Management Staff	Through the channelling of information received by students and teachers, participation in focus group activities or 360º evaluation of the programmes, management staff can propose proposals for improving the degrees
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, teachers can identify and propose proposals for improving degrees. The improvement proposals are reflected in the improvement plan of the monitoring report.
Employers	Through the established communication channels (surveys, meetings, etc.), employers can offer information regarding the evolution of the participants' academic internships or job placement.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Tutorial Action Plan (Catalogue)	Counsellors / Head of Academics
Record	Requests registry	Counsellors / Head of Academics
Record	Satisfaction Survey	Quality Manager
Record	Results Report	Head of Academics / Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Number of support services offered in the TAP	Tutorial Action Plan	Annual		Number of support services offered in the TAP
% student satisfaction with the TAP	Satisfaction Survey	Annual	≥ 80%	% satisfaction with the Tutorial Action Plan

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PSU02. Support to Students

PSU02.02. Management of Academic Support for Students

TYPE / AUDIT DIMENSION	SUPPORT PROCESS / <i>Dimension 6. Learning resources and student support</i>
PROCEDURE'S OWNER	Head of Academics (one per Campus)
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

To ensure students a good learning and professional development throughout the program through accompaniment based on their academic needs.

2. DESCRIPTION

It is the responsibility of the centre to guarantee the support of the student as well as the follow-up throughout their studies. With this purpose, the centre carries out different actions aimed at receiving and guiding students during their stay at EU Business School.

As one of the initial steps in the academic accompaniment and counselling of students, the academic team made basic information available to them for the development of their experience in the school and the program in which they have enrolled:

- Study plan and courses teaching guides
- Teaching and exams calendars and timetables
- Faculty team of the program
- Information regarding internships and final project
- Information regarding mobility programs
- Academic regulations

From the academic department and the counsellors, students are also provided with the necessary information to carry out the academic and administrative procedures that they may require throughout the development of the program (enrolment modifications, special requests, change of program, etc.)

Academic and professional guidance is managed jointly by the academic team, counsellors and the careers department, if necessary. Although we work to promote the autonomy of students in their academic and professional planning, the centre also carries out support work in a direct and personalised way.

In addition, the academic team is responsible for monitoring the students (in collaboration with the counsellors) in terms of their academic progression, as well as advising them regarding their curricular trajectory and the learning process, recommending study methods and indicating the resources available at the centre.

The Academic team and the Dean are also involved in moderation of conflicts and disciplinary actions, if necessary. A one to one meeting is scheduled (aligned with the Academic Guidelines procedures) in order to evaluate the needs of the situation and, after that, a resolution is sent to the students involved with the final decision.

After the evaluation process, the students have the opportunity to appeal (with an application form where they can add any evidence or explanation). After the application, the student will receive a communication with the resolution and the final grade reviewed.

Annually, a satisfaction survey is carried out to collect feedback from students regarding the support received and thus analyze the results obtained. The analysis of the results will help to determine the possible improvement actions that will be reflected in the school's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement (Action Plan).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Through the established communication channels (surveys, meetings, group sessions, tutorials, etc.), students can help identify proposals for improving degrees.
Management Staff	Through the channelling of information received by students and teachers, participation in focus group activities or 360º evaluation of the programmes, management staff can propose proposals for improving the degrees
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, teachers can identify and propose proposals for improving degrees. The improvement proposals are reflected in the improvement plan of the monitoring report.
Employers	Through the established communication channels (surveys, meetings, etc.), employers can offer information regarding the evolution of the participants' academic internships or job placement.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Support Actions registry	Counsellors / Head of Academics
Record	Satisfaction Survey	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Number of support actions	Database	Annual		Number of support actions
% student satisfaction with the support service	Satisfaction Survey	Annual	≥ 80%	% student satisfaction with the support service

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PSU03. Resources and Services Management

PSU03.01. Resources Management and Improvement

TYPE / AUDIT DIMENSION	SUPPORT PROCESS / <i>Dimension 6. Learning resources and student support</i>
PROCEDURE'S OWNER	Campus Managers (One per Campus)
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

To plan and manage the material resources to provide the Centre with the infrastructures, information technologies, facilities, materials and equipment necessary to guarantee academic activity.

2. DESCRIPTION

The management of material resources begins with the planning of the school's needs, then the acquisition or purchase of these resources and finally their maintenance.

The person responsible for its management promotes the renewal and adaptation of material resources.

Material resources come from needs or improvements of:

- Spaces and facilities
- Equipment
- TIC
- Teaching needs: Audiovisual resources and/or materials for teaching

Material resource planning

For each academic year and programmed project, the corresponding collection of material resource needs will be made for the preparation of the budget. Every department or campus building needs to create their own budget.

Other areas of the Centre may identify needs or proposals for improvement and are reviewed and approved by the members of the Executive Committee.

Acquisition of material resources

Once the budget and the investment plan have been approved, the process of purchases, works and investments is activated by the agents involved.

The Facilities Manager works on this process and could ask for some support from the Campus Directors.

Maintenance of material resources

In order to ensure the correct state of conservation and operation of the material resources incorporated in the centre, continuous control and maintenance is carried out and supervised by the different areas.

The Campus Management and team receives any incidents that may occur and communicates them to those responsible for the management of material resources.

Once the analysis is carried out, the possible improvement actions are reflected in the improvement plan of the centre and/or the degree.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through established communication channels (surveys, meetings, focus groups, tutorials, etc.), students and alumni can help identify improvements or material resource needs
Management Staff	Through the channeling of information received by students and teachers, participation in focus group activities or 360° evaluation of programs, work environment surveys and performance evaluation, management staff can identify improvements or material resource needs
Faculty	Through meetings with students, alumni, faculty of the body teachers, satisfaction surveys, communications in global classroom forums, teachers can identify and propose proposals for improvement related to material resources.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Improvement plan	Quality Manager
Record	Budget previous year	Facilities Manager /Campus Managers
Record	Current budget	Facilities Manager /Campus Managers
Record	ORP Plan (Prevention of Occupational Risks)	Human Resources Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% student satisfaction regarding to material resources	Results Quality surveys	Annual	≥ 80%	Students Responding excellent or over Total of Survey Responses

% satisfaction of Faculty and staff regarding to material resources	Results Quality surveys	Annual	≥ 80%	Faculty and Staff Responding excellent or over Total of Survey Responses
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6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
PSU03.01. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

DRAFT

PSU03. Resources and Services Management

PSU03.02. Services Management and Improvement

TYPE / AUDIT DIMENSION	SUPPORT PROCESS / <i>Dimension 6. Learning resources and student support</i>
PROCEDURE'S OWNER	Campus Managers (One per Campus)
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Establish and manage the centre's services necessary to guarantee academic excellence and optimise their use by students and other stakeholders.

2. DESCRIPTION

The services are classified as Student Care Services and Internal Services. The management of the services begins with the detection/planning of the centre's needs, then the acquisition or contracting of these services and finally the control of them.

The person in charge promotes the renewal and adaptation of services. Services come from needs or improvements of:

- Student Care Services: Reservation of classrooms/rooms, Libraries, access to the facilities, Café, Reprography, Helpdesk, etc
- Internal Services: Cleaning, repair or maintenance of audiovisual facilities and equipment, servers, intranet, Wi-Fi, computer support, etc., travel and contracting of services, event recording, translation services, event logistics (graduation, inauguration...), etc.

Service Discovery/Planning

For each academic year and programmed project, the programming area and the student services department will be planning and collecting their corresponding service needs for the preparation of the budget that will be added to the facilities and student services budget of the centre. At the same time, the Infrastructure, Internal Services and IT Managers plan and collect needs to prepare the budget that will be prepared by the Administration and Finance Manager.

Other areas of the Centre may identify needs or proposals for improvement and are reviewed by OMNES Group, for validation and inclusion in the overall budget.

The Head of Academic is the interlocutor for the allocation of spaces and the control of incidents that may arise in the provision of the service.

Procurement/contracting of services

Once the budget and the investment plan have been approved, the process of acquiring or contracting the services by the agents involved is activated. This process includes requests from the different areas, the request for quotes from suppliers, the acquisition or contracting and payments and the provision of the service.

Monitoring, analysis of results and accountability

In order to analyse the correct development of services acquired/contracted, information is collected as follows:

- Consultations with the areas involved on the performance of the suppliers used.
- Degree of student satisfaction with the provision of the service (libraries, Helpdesk, room reservations, etc.)
- Degree of satisfaction with the work environment surveys.
- Degree of satisfaction of teachers with the services provided.
- Suggestions from any stakeholder group (students, management, faculty and employers) that serve to evaluate and establish an improvement plan.
- Student incidents or complaints (see PST03.02. Management and review of complaints and suggestions)
- Improvement plan for the review report of the Internal Quality Assurance System (IQAS)
- Accreditation self-report and improvement plan.
- Ticketing system with OMNES (for tracking the incidences)

Once the analysis is carried out, the possible improvement actions are reflected in the improvement plan of the centre and/or the degree.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through established communication channels (surveys, meetings, focus groups, tutorials, etc.), students can help identify improvements or service needs
Management Staff	Through the channeling of information received by students and teachers, participation in focus group activities or 360º evaluation of programs, work environment surveys and performance evaluation, management staff can identify improvements or service needs.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in global classroom forums, faculty can identify and propose proposals for improvement related to services.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Budget and investment plan	Finance Director
Record	Service contracts	Facilities Manager
Record	Ticketing System (for IT requests)	IT Department

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% student satisfaction regarding to services	Results satisfaction surveys	Annual	≥ 80%	Students Responding excellent or over Total of Survey Responses
% satisfaction of Faculty and staff regarding to services	Results satisfaction surveys	Annual	≥ 80%	Faculty and Staff Responding excellent or over Total of Survey Responses

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
PSU03.01. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PCI01. Continuous Improvement and Quality Assurance

PCI01.01. Definition and Collection of Information

TYPE / AUDIT DIMENSION	CONTINUOUS IMPROVEMENT PROCESS / <i>Dimension 7. Implementation of academic quality and results management systems</i>
PROCEDURE'S OWNER	Quality Manager / Vice-Dean for Education & Academic Affairs
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Establish the way in which the school defines and collects the results from the learning processes and the indicators on the employability of students and the satisfaction of the stakeholders, with the intention of facilitating the cycle of continuous improvement and the identification of opportunities for improvement.

2. DESCRIPTION

Results Collection

The Quality area proposes an annual scoreboard within the framework of the school's quality policy and objectives. This table should specify the categories into which the results are grouped, the indicators, the mechanisms for obtaining data and the body responsible for obtaining them.

Generally, this table includes:

Indicators of the learning process

- Analysis of IQAS process results and reports:
 - PST02.01. Portfolio Strategy and Planning
 - PK01.01. Student entry and Recruitment profile
 - PK01.02. Access, Admission and Enrolment
 - PK01.03. Welcome, Support and Guidance to new students
 - PK02. Portfolio Development
 - PSU02. Support to Students
 - PK03.02. Mobility
 - PSU02.01. Tutorial Action Plan (TAP)
 - PSU02.02. Management of Academic Support for Students
- Indicators of student academic performance

Indicators on employability

- Analysis of IQAS process results and reports:
 - PK03.01. Internship
 - PK03.03. Complementary Academic Activities

- PK05. Professional Orientation and Alumni

Indicators on the satisfaction of stakeholders

- Surveys prepared by the centre
- Indicators collected by the centre
- Analysis of IQAS process results and reports:
 - PST04. Accountability
 - PK02. Portfolio Development
 - PST03.02. Management and review of claims and suggestions
 - PCI01. Continuous Improvement and Quality Assurance

The reliability of the results collected is guaranteed by the collaboration and participation of different stakeholders, by the interaction with the Quality Committee and the ratification of the collegiate governing bodies.

Analysis of the Results

In order to analyse the results collected that reflect the centre's quality policy, the Quality Committee prepares an annual Indicators Report and proposals for improvements, which includes the results of the defined indicators, as well as the conclusions and the necessary corrective and improvement actions.

Finally, the participation of all stakeholders in the analysis of the results is guaranteed by means of the information published on the website (PST04.01. Public information and Transparency) and the existence of the different channels of participation (PST03.02. Management and review of complaints and suggestions).

In addition to the analysis of the results of the training programmes through the monitoring reports of the degrees, the Quality Committee annually evaluates the scoreboard and the mechanisms for obtaining the data, proposing, if it deems it necessary, the relevant modifications to the Academic Council, where it is determined which modifications go to the Management Committee for final approval.

In the same way, the Academic Council may request the review of the mechanisms for obtaining the indicators or the modification of the scoreboard.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the established communication channels (surveys, meetings, focus groups, tutorials, etc.), students and alumni can help identify proposals for improving degrees. Likewise, a student is part of the Quality Committee.
Management Staff	Through the channelling of information received by students and teachers, participation in focus group activities or 360º evaluation of the programmes, the management staff can propose proposals for improving the degrees. Another way of participating is through the suggestions and comments received

	in the public exhibition phase of the degree improvement plans. Likewise, representatives of the management staff are part of the Quality Committee.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in forums, teachers can identify and propose proposals for improving degrees. The improvement proposals are reflected in the improvement plan of the monitoring report or accreditation self-report. Another way of participating is through the suggestions and comments received in the public exhibition phase of the degree improvement plans. Likewise, a teacher is part of the Quality Committee.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information on skills and knowledge that students should have and thus identify degree improvements.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Monitoring reports	Quality Manager
Record	Improvement plan	Quality Manager
Record	Quality Committee Minutes	Quality Manager
Record	Evaluation report	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of improvement proposals closed within the established deadline	Monitoring reports	Annual	≥ 80%	Number of improvement proposals closed within the established deadline / Total improvement proposals
% of favourable completion of proposals within the established deadline	Monitoring reports	Annual	≥ 80%	Number of improvement proposals closed favourably / Total Improvements Proposals Closed

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

PCI01. Continuous Improvement and Quality Assurance

PCI01.02. Measurement and Analysis of results and Continuous Improvement (Action Plan)

TYPE / AUDIT DIMENSION	CONTINUOUS IMPROVEMENT PROCESS / <i>Dimension 7. Implementation of academic quality and results management systems</i>
PROCEDURE'S OWNER	Quality Manager / Vice-Dean for Education & Academic Affairs
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Establish the way in which the school collects, analyses and makes public the results associated with the learning processes and the satisfaction of stakeholders, as well as their influence on decision-making for continuous improvement.

2. DESCRIPTION

Based on the results of the quality assessments, the development of teaching and its academic results, the analysis of the strengths and weaknesses of the degree, the proposals for improvement and any other information that may be significant (satisfaction surveys, evaluation of the degrees, review of the portfolio, etc.), an in-depth analysis is carried out that results in the Improvement Plan.

The Quality Department assesses the results and prepares the monitoring report of the degree, which includes a continuous improvement plan, in accordance with the recommendations of the accreditation guides.

During the public exhibition phase of the degree improvement plans, stakeholders can provide suggestions and comments. Feedback on opportunities for improvement is also received from each of the EU Business School campuses.

Each follow-up report is reviewed by the Academic Council, which can propose further improvements, recommending a new revision if necessary.

If required, it is the Quality Area who sends the monitoring report to the Quality Agency in charge of issuing the corresponding assessment report.

From this point, the proposals for improvement are implemented within the defined deadlines. Possible improvement actions are reflected in the school's improvement plan (PCI01.02. Measurement and Analysis of results and Continuous Improvement).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the established communication channels (surveys, meetings, focus groups, tutorials, etc.), students and alumni can help identify proposals for improving degrees. Likewise, a student is part of the Quality Committee.
Management Staff	Through the channelling of information received by students and teachers, participation in focus group activities or 360° evaluation of the programmes, the management staff can propose proposals for improving the degrees. Another way of participating is through the suggestions and comments received in the public exhibition phase of the degree improvement plans. Likewise, representatives of the management staff are part of the Quality Committee.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in forums, teachers can identify and propose proposals for improving degrees. The improvement proposals are reflected in the improvement plan of the monitoring report or accreditation self-report. Another way of participating is through the suggestions and comments received in the public exhibition phase of the degree improvement plans. Likewise, a teacher is part of the Quality Committee.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information on skills and knowledge that students should have and thus identify degree improvements.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Monitoring reports	Quality Manager
Record	Improvement plan	Quality Manager
Record	Quality Committee Minutes	Quality Manager
Record	Evaluation report	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of improvement proposals closed within the established deadline	Monitoring reports	Annual	≥ 80%	Number of improvement proposals closed within the established deadline / Total improvement proposals

% of favourable completion of proposals within the established deadline	Monitoring reports	Annual	≥ 80%	Number of improvement proposals closed favourably / Total Improvements Proposals Closed
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6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

DRAFT

PCI01. Continuous Improvement and Quality Assurance

PCI01.03. Approval, Modification of Procedures and Control of the Documentation

TYPE / AUDIT DIMENSION	CONTINUOUS IMPROVEMENT PROCESS / <i>Dimension 7. Implementation of academic quality and results management systems</i>
PROCEDURE'S OWNER	Quality Manager / Vice-Dean for Education & Academic Affairs
VERSION	v01 (Initial Version)
APPROVAL DATE	XX/XX/XXXX

1. PURPOSE OF THE PROCEDURE

Establish the system to control the preparation, distribution, modification, and withdrawal of all applicable documentation within the Internal Quality Assurance System (IQAS), as well as define the necessary controls for the identification, storage, protection, recovery, retention time and disposition of the records applicable to it.

All this in order to ensure that all IQAS documentation is accessible at all times and, if necessary, distributed to interested parties, providing evidence of compliance with the established requirements and guidelines, as well as the effective operation of IQAS.

2. DESCRIPTION

Management of IQAS documentation

The IQAS consists of the following internal documents:

- Quality Policy
- Quality Manual
- IQAS Process Map
- Quality Procedures
- Indicators

Preparation and/or modification of documentation

The internal quality documents are prepared by the heads of each area in collaboration with the quality area, once the needs for preparation/modification by any person linked to EU Business School have been identified.

Once the document or its modification has been prepared, its review is requested from the Quality Committee. This committee checks whether the document is consistent with higher-ranking documents and with the legal provisions in force and proposes it, if it is correct, to the Academic Council for subsequent approval by the Management Committee.

Otherwise, the Quality Committee returns the document to its manager for correction.

As a result of the IQAS review process and the Centre's Quality Policy, the Quality Committee may modify the internal documents, introducing the corresponding changes and preparing a new version. In this case, prior to the approval of the document, a review of it by the person in charge and the stakeholders involved in it is requested. After this review, the document is

proposed to the Academic Council for subsequent approval by the Management Committee, as in the usual procedure.

Documentation Review

Annually, the Quality Committee initiates the process of reviewing all IQAS documentation, requesting the areas responsible for the procedures to validate its content, and, where appropriate, the changes they deem appropriate to adapt them to the changes that have been made.

This review process is coordinated in each centre by the Quality Manager, who, in turn, must ensure the alignment of all internal documentation with external documentation.

As a rule, those responsible for each of the procedures are those who carry out the review process initiated by the Quality Committee. Failing that, such review may be carried out by the Committee itself, but the approval will be subject to validation by the area responsible for it. Thus, the revision of all documentation may lead to the preparation of new documents or the modification of existing ones, following the procedure described in this document.

Likewise, the Quality Committee must inform all the groups involved of the changes that have been carried out in the last period, as well as evaluate, if necessary, new needs that may arise, all the conclusions being reflected in the minutes of the Committee.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students and Alumni	Through the established communication channels (surveys, meetings, focus groups, tutorials, etc.), students and alumni can help identify proposals for improving degrees. Likewise, a student is part of the Quality Committee.
Management Staff	Through the channelling of information received by students and teachers, participation in focus group activities or 360° evaluation of the programmes, the management staff can propose proposals for improving the degrees. Another way of participating is through the suggestions and comments received in the public exhibition phase of the degree improvement plans. Likewise, representatives of the management staff are part of the Quality Committee.
Faculty	Through meetings with students, alumni, faculty, satisfaction surveys, communications in forums, teachers can identify and propose proposals for improving degrees. The improvement proposals are reflected in the improvement plan of the monitoring report or accreditation self-report. Another way of participating is through the suggestions and comments received in the public exhibition phase of the degree improvement plans. Likewise, a teacher is part of the Quality Committee.
Employers	Through established communication channels (surveys, meetings, etc.), employers can provide information on skills and knowledge that students should have and thus identify degree improvements.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Monitoring reports	Quality Manager
Record	Improvement plan	Quality Manager
Record	Quality Committee Minutes	Quality Manager
Record	Evaluation report	Quality Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of improvement proposals closed within the established deadline	Monitoring reports	Annual	≥ 80%	Number of improvement proposals closed within the established deadline / Total improvement proposals
% of favourable completion of proposals within the established deadline	Monitoring reports	Annual	≥ 80%	Number of improvement proposals closed favourably / Total Improvements Proposals Closed

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
Pxxxx. /v01	XX/XX/XXXX	Internal Quality Assurance System procedures initial design

	QUALITY PROCEDURES MANUAL	VERSION	01
		APPROVAL DATE	xx/xx/xxxx



**Procedures Manual of the
Internal Quality Assurance System**
 January 2025