



QUALITY MANUAL

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1. Introduction

EU Business School (formerly European University) was founded in 1973 as a private higher educational institution. We provide students with a first-class business education through an innovative pragmatic teaching approach tailored to company needs to ensure a high level of employability for our students.

We offer business foundation, bachelor's, master's, MBA and DBA programs which are taught exclusively in English.

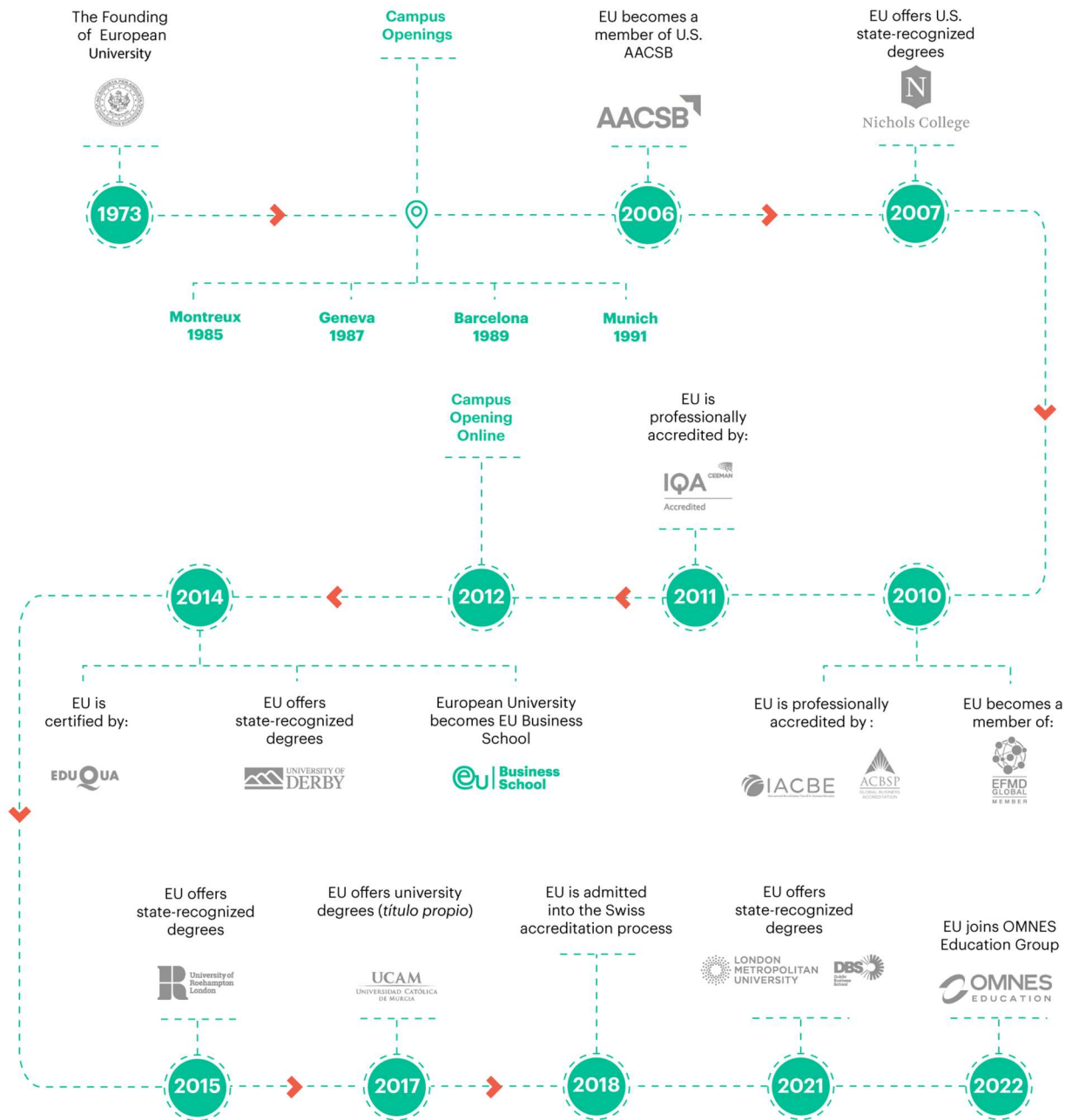
EU Business School (EU) has campuses in the European cities of Geneva (1987), Barcelona (1989), Munich (1991), as well as a digital campus (2012). These cities were chosen for their cosmopolitan environments and thriving business sectors. EU has always worked hand in hand with companies and industry in its campus cities and beyond to provide students with unparalleled professional opportunities.

Dirk Craen, now honorary president of EU Business School, acquired the institution in 1999. After streamlining its activities, he immediately focused on attaining recognition from leading professional accrediting bodies to gain acknowledgement from the corporate world. Under his strong leadership, the school upgraded its range of programs earning recognition from leading international accrediting bodies. It became a member of the Association to Advance Collegiate Schools of Business (AACSB) in 2006, and, in 2010 was accredited by the Accreditation Council for Business Education (IACBE) and the Accreditation Council for Business Schools & Programs (ACBSP), both of which are recognized by the U.S. organization CHEA, the Council for Higher Education Accreditation.

In 2014, to strengthen our business identity and in anticipation of changes in Swiss regulations, we changed our name to EU Business School. Furthermore, we signed new academic partnerships with U.K. universities, University of Derby and London Metropolitan University (London Met), enabling us to extend our portfolio and include U.K. public university degrees across all our campuses. In 2017, we signed a partnership with Universidad Católica San Antonio de Murcia (UCAM), Spain, adding university degrees (título propio) to our portfolio. We also signed agreements with Dublin Business School, Ireland, and London Metropolitan University, U.K., in 2021 to extend our offer of state-recognized degrees.

Today, students graduating from EU Business School not only earn private degrees from EU Business School Switzerland which are internationally accredited by ACBSP, IACBE, IQA and certified by eduQUa, but also university (título propio) and/or state-recognized degrees.

Throughout our history, our mission has been to provide our multicultural student body a business education of the highest standard. The constant evolution of the programs we offer has been acknowledged by leading international rankings with prestigious QS currently rating EU Business School with four stars overall and ranks our on-campus MBA in the top 140 worldwide and our online MBA 24th globally. In 2022, EU Business School joined OMNES Education Group to offer further academic and international opportunities to its students.



1.1. Presentation of the EU Business School

EU Business School's mission is to contribute to the global community by providing a comprehensive and in-depth international business education to an inspired, culturally diverse student body.

EU Business School offers tailor-made education through a mix of traditional and innovative programs in a multicultural and multilingual environment, which prepare students for success in the global marketplace. EU Business School upholds business ethics while focusing on the highest standards and serving as an intellectual resource and platform for the global business community.

EU Business School strives to be a leader in international business education, offering high-tech educational services and programs, which focus on young, professional, progressive, innovative, and international people and meet the needs of individuals, institutions, and the public.

1.2. Scope of the Internal Quality Assurance System

The IQAS of EU Business School establishes how this centre improves the quality of the degrees taught, the selection and promotion of its teaching staff and support staff, the learning results, and the satisfaction of the different stakeholders. It also establishes how it involves the different stakeholders in the design, development, and evaluation of the different training activities it carries out.

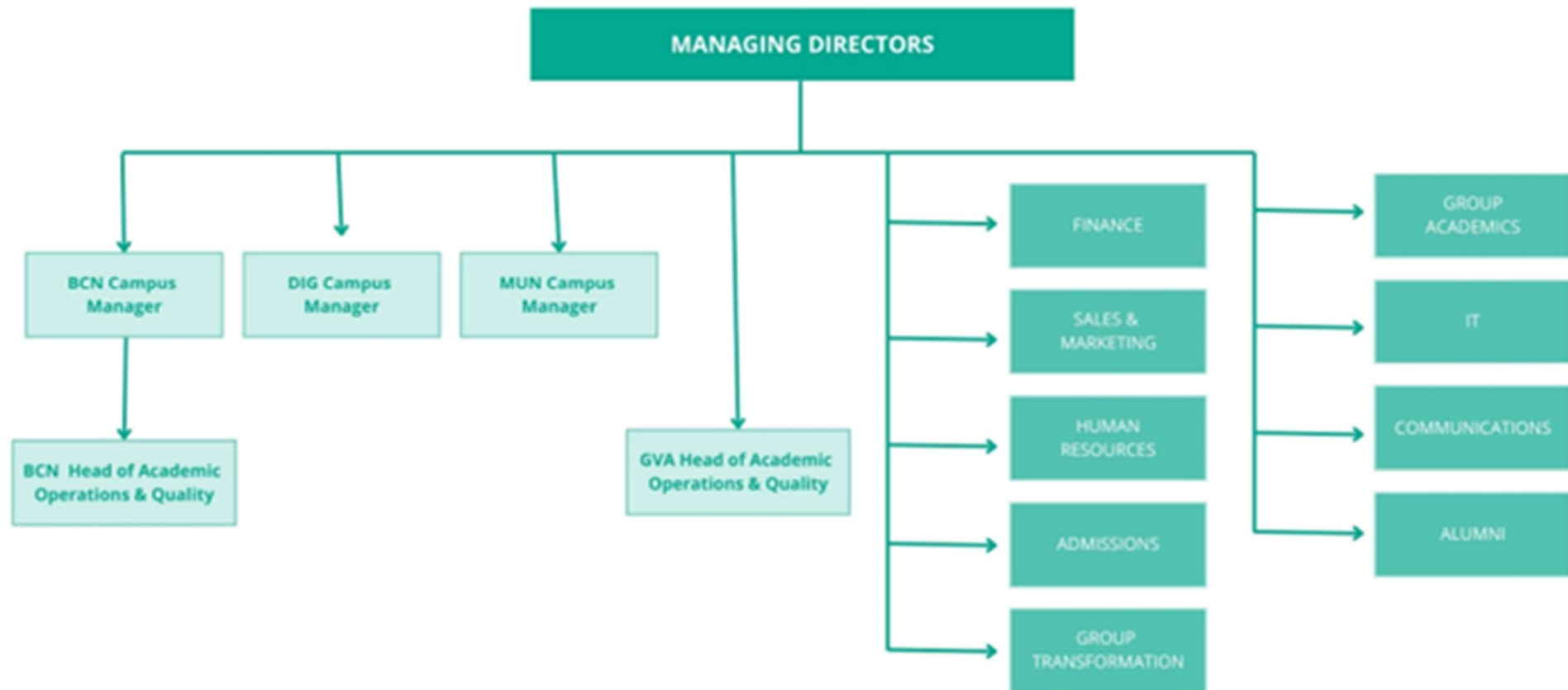
Consequently, the scope of IQAS includes the training of studies taught at the Geneva, Barcelona, Munich, and Digital campuses.

2. Governance Framework and Bylaws

2.1. Governance Structure

INSTANCE	AIM / AGENDA	PARTICIPANTS	FREQUENCY
EXECUTIVE COMMITTEE	<ul style="list-style-type: none"> Review group performance Define strategic orientations Responsible for business planning 	<ul style="list-style-type: none"> Managing Directors Head of Sales & Marketing Head of Finance Head of Group Level Academics 	Weekly
CAMPUS COMMITTEE	<ul style="list-style-type: none"> Review campus performance esp. student experience Arbitrate campus needs (resources) Feeds Executive Committee on strategic topics 	<ul style="list-style-type: none"> Managing Directors Campus Director Head of Finance Head of Sales & Marketing Head of Group Level Academics 	Monthly (1 per campus)
MANAGEMENT COMMITTEE	<ul style="list-style-type: none"> Share information with management group Align priorities within the group Explain the strategy 	<ul style="list-style-type: none"> Managing Directors Campus Directors Head of Departments Head of Group Level Academics Transformation & Op. Manager 	Biweekly
SUSTAINABILITY COMMITTEE	<ul style="list-style-type: none"> Sub-committee to Management Make decisions at function level Track progress at function level 	<ul style="list-style-type: none"> HR Dept. Representative Campus Representatives Group Level Academics Department Representatives 	Quarterly
ACADEMIC COUNCIL	<ul style="list-style-type: none"> Changes to academic strategy Make decisions at function level Track progress at function level 	<ul style="list-style-type: none"> Campus Deans Head of Campuses Group Level Academics Deans Group Level Quality Manager 	Monthly & Ad Hoc

2.2. Organization Chart



2.3. EU Business School Bylaws

Executive (Strategic) Committee

EU Business School's mission is to contribute to the global community by providing a comprehensive and in-depth international business education to an inspired, culturally diverse student body. EU Business School inspires to be pragmatic and focuses on the needs of students in the real world. EU Business School aims to have a strong, accountable, and transparent institutional governance that allows to develop effective decision-making processes based on the expert knowledge of internal stakeholders. The Strategic Committee is established as an internal advisory body responsible for making recommendations for improvements in the areas of strategy, leadership, management, operational and capital budgeting, organizational development, and use of resources.

EU Business School Strategic Committee is instituted at EU Group level. The work of the Strategic Committee is aligned with the institutional mission, values, and strategic plan. The main function of the Strategic Committee is to provide advice, support, and information for decision-making processes at EU Group level. The Strategic Committee functions as a consultative body for the Executive Committee and is responsible for providing advice on strategic direction, strategic plans, and subsequent business and service activities; it works to protect and enhance the reputation of the institution, always acting in the interests of EU Business School, its students, faculty, and staff.

The Strategic Committee members play a key role for EU Business School Executive Committee in providing relevant information in their respective functions and departments. The Strategic Committee connects the Executive Committee to staff, student, and faculty.

I. Purpose

The Strategic Committee functions as the body responsible for assisting the Executive Committee in the following areas:

1. Strategic development:
 - a. suggests strategic plans and priorities;
 - b. provides input for the review of mission, vision, and institutional values based on internal knowledge;
 - c. supports strategic alignment;
 - d. assist to ensure relevance, long-term sustainability and viability of proposed new services and programs;
 - e. ensures involvement of all internal stakeholders in governance and strategic processes;
 - f. assists with communication of the Executive Committee decisions to internal stakeholders.
2. Management of resources:
 - a. advises on development of infrastructure and corresponding investment of resources;
 - b. provides input into operational and capital budgeting requirements;
 - c. provides input on marketing and recruitment strategies implementation and resources required;

- d. advises on appointment of Heads of Departments and other key staff members.
 - e. provide recommendations for internal monitoring and control indicators and reports.
3. Ethical and responsible decision-making:
 - a. ensures integrity towards the institution, its stakeholders, and the greater society at large;
 - b. uses the EU business school values as a guide in decision-making processes;
 - c. promotes ethical and responsible decision-making;
 - d. ensures that business and academic processes of the institution do not discriminate any person based on race, gender, class, orientation, or origin, and that the freedom and dignity of all its members are secured.

The Strategic Committee serves as an ad hoc committee for short-term planning, annual strategic planning reviews, and major events organization.

Advice of the Strategic Committee is used by the Executive Committee in the day-to-day management of the institution.

II. Membership

Members of the Strategic Committee should be employees of EU Business School. The Strategic Committee shall be responsible for the selection of its members that have the appropriate qualities for the subject of discussions. The Executive Committee shall be responsible for approving the appointment and removing, if necessary, Strategic Committee members. The Strategic Committee should comprise of members with an appropriate range of skills and experience and holding the position of the Head of the Department (i.e., Group Finance Director, Sales & Marketing Director, Head of HR; Head of Communications, Head of Alumni, Head of Online Marketing, Group General Counsel, Head of Admissions, Global Dean, Campus Directors, Head of Academic Operations & Quality etc.) or a faculty member formally hired by EU Business School.

The Strategic Committee shall normally consist of up to fifteen members but no less than three.

All members of the Strategic Committee shall be well-informed about the institutional strategic plans and values, business operations and performance, and develop a good understanding of the wider higher education sector.

Chair

The Strategic Committee members elect amongst themselves a Chair to ensure effective organizations of the meetings. The Chair can be elected for any number of meetings and does not hold any responsibilities apart from running the meetings and coordinating meeting content with the Executive Committee.

III. Terms of Office

Members of the Strategic Committee serve on it for as long as they hold the corresponding position and are selected to be a part of the Strategic Committee.

IV. Meetings

The Strategic Committee holds biweekly meetings to review activities of the institution and provide input on further strategic development. Additional Strategic Committee meetings shall be called based on strategic planning and institutional development priorities.

As a consultative body the Strategic Committee does not take any decisions or vote on any matters.

All Strategic Committee meetings shall be transcribed. The Executive Committee is responsible to appoint a member of the staff as the Strategic Committee's secretary. The secretary will be responsible to organize the meetings and prepare formal meeting minutes. The Strategic Committee shall keep a record of its resolutions, recommendations, and action items. Meeting minutes can be shared internally with other relevant department heads of EU Business School.

V. Confidentiality

At all times the Strategic Committee meetings are confidential. The Strategic Committee members should be committed to protecting the privacy of the discussed matters unless meeting decides otherwise, preventing unauthorized access to this information by external parties.

VI. Conflict of Interest

Members of the Strategic Committee are required to declare any possible conflicts of interest. Where there is a conflict of interest identified, the Executive Committee may remove the corresponding member and request the Strategic Committee that a member would not attend the meeting and be replaced.

VII. Amendments to Bylaws

These bylaws may be amended by the Executive Committee to ensure these remain relevant and effective. Any changes shall be communicated to other stakeholders once the amendment is approved.

Campus Committee

EU Business School's mission is to contribute to the global community by providing a comprehensive and in-depth international business education to an inspired, culturally diverse student body. EU Business School inspires to be pragmatic and focuses on the needs of students in the real world. EU Business School aims to have a strong, accountable, and transparent institutional governance that allows to develop effective decision-making processes based on the expert knowledge of internal stakeholders. The Campus Committee is established as an internal body responsible for tracking performance, student experience, and managing campus resources.

EU Business School Campus Committee is instituted at EU Group level. The work of the Campus Committee is aligned with the institutional mission, values, and strategic plan. The main function of the Campus Committee is to provide advice, support, and information for decision-making processes at EU Group level. The Campus Committee functions as a consultative body for the Executive Committee and is responsible for providing advice on operations and strategic direction, and subsequent business and service activities; it works to protect and enhance campus performance and the student experience, always acting in the interests of EU Business School, its students, faculty, and staff.

The Campus Committee members play a key role for EU Business School Executive Committee in providing relevant information in their respective functions and departments. The Campus Committee connects the Executive Committee to campuses to include staff, student, and faculty.

I. Purpose

The Campus Committee functions as the body responsible for assisting the Executive Committee in the following areas:

1. Performance reviews:
 - a. promotes a transversal and cross-departmental approach to performance reviews;
 - b. provides targets and results to key stakeholders;
 - c. suggests operational action plans and priorities;
 - d. provides input for the review of mission, vision, and institutional values based on internal knowledge;
 - e. assists with communication of the Executive Committee decisions to internal stakeholders.
 - f. Provides operational improvement suggestions and recommendations to other internal governing bodies to continually develop overall student experience.
2. Management of resources:
 - a. manages the development of infrastructure and corresponding investment;
 - b. monitors the performance of the campus to include academic and non-academic departments;
 - c. provides input into operational and capital budgeting requirements;
 - d. manages human resources to enable campus operations to function within set norms;
 - e. provides student, faculty and staff feedback and corresponding action plans;
3. Ethical and responsible decision-making:

- a. ensures integrity towards the institution, its stakeholders, and the greater society at large;
- b. uses the EU business school values as a guide in decision-making processes;
- c. promotes ethical and responsible decision-making;
- d. ensures that business and academic processes of the institution do not discriminate any person based on race, gender, class, orientation, or origin, and that the freedom and dignity of all its members are secured.

The Campus Committee serves as a monthly committee for short-term and long-term planning, that includes a continuous loop of planning, doing, checking, and acting.

Advice of the Campus Committee is used by the Executive Committee in the day-to-day management of the institution.

II. Membership

Members of the Campus Committee should be employees of EU Business School. The Campus Committee shall be responsible for the selection of its members that have the appropriate qualities for the subject of discussions. The Executive Committee shall be responsible for approving the appointment and removing, if necessary, Campus Committee members. The Campus Committee should comprise of members with an appropriate range of skills and experience and holding the position of the Head of Campus or a faculty member formally hired by EU Business School.

The Campus Committee shall normally consist of up to six members but no less than three.

All members of the Campus Committee shall be well-informed about the institutional strategic plans and values, business operations and performance, and develop a good understanding of the wider higher education sector.

Chair

The Campus Committee members elect amongst themselves a Chair to ensure effective organizations of the meetings. The Chair can be elected for any number of meetings and does not hold any responsibilities apart from running the meetings and coordinating meeting content with the Executive Committee.

III. Terms of Office

Members of the Campus Committee serve on it for as long as they hold the corresponding position and are selected to be a part of the Campus Committee.

IV. Meetings

The Campus Committee holds monthly meetings to review activities of the campus and provide input on further operational development.

As a consultative body the Campus Committee does not take any decisions or vote on any matters.

All Campus Committee meetings shall be transcribed. The Executive Committee is responsible to appoint a member of the staff as the Campus Committee's secretary. The secretary will be responsible to organize the meetings and prepare formal meeting minutes. The Campus Committee shall keep a record of its resolutions, recommendations, and action items. Meeting minutes can be shared internally with other relevant department heads of EU Business School.

V. Confidentiality

At all times the Campus Committee meetings are confidential. The Campus Committee members should be committed to protecting the privacy of the discussed matters unless

meeting decides otherwise, preventing unauthorized access to this information by external parties.

VI. Conflict of Interest

Members of the Campus Committee are required to declare any possible conflicts of interest. Where there is a conflict of interest identified, the Executive Committee may remove the corresponding member and request the Campus Committee that a member would not attend the meeting and be replaced.

VII. Amendments to Bylaws

These bylaws may be amended by the Executive Committee to ensure these remain relevant and effective. Any changes shall be communicated to other stakeholders once the amendment is approved.

Management (Executive) Committee

EU Business School's mission is to contribute to the global community by providing a comprehensive and in-depth international business education to an inspired, culturally diverse student body. EU Business School inspires to be pragmatic and focuses on the needs of students in the real world. EU Business School aims to have a flexible and adaptable management structure that allows to rapidly adjust to the expectations of potential students and industry needs. EU Business School Executive Committee replaces the previous Management Board and is established to assist in these efforts and to lead institutional development.

The Executive Committee is the main steering group responsible for management, administration and control of the human, financial and physical resources of the institution, its revenue, businesses, and its overall current and future position. As principal financial and business authority, the Executive Committee is responsible for actions necessary for the achievement of the strategic objectives and key performance indicators.

The Executive Committee shall hold a regular review of all institutional strategic plans, and objectives, operational and financial targets, key performance indicators, and define actions to be taken where progress diverges from plans. The Executive Committee shall approve all EU Business School key governing policies, except academic policies which are approved by the Academic Council.

The Executive Committee shall approve the establishment or discontinuation of the Strategic Committee, the Academic Council, and the Advisory Board. The Executive Committee receives and considers reports from all Campus Managers and Heads of Departments as well as feedback and advise of the above listed boards and committees of EU Business School.

The Executive Committee signs relevant documents for and on behalf of EU Group.

I. Purpose

The Executive Committee is accountable for the operational management of the EU Business School and carries out general leadership and management, also in relation to financial outcomes:

1. Institutional Governance and Strategy:
 - a. approves the mission and strategic vision of the institution;
 - b. determines and approves the management structure of the institution;
 - c. approves academic and research-based strategic priorities as per the Academic Council advice and includes these the overall institutional strategy;
 - d. approves strategic development priorities as per the Strategic Committee and the Board of Trustees advice and includes these the overall institutional strategy;
 - e. reviews and approves industry input and guidance provided by the Advisory Board and includes it in the overall institutional strategy;
 - f. provides input and establishes institutional strategy, monitors key performance indicators, and ensures that these meet the interests of all stakeholders;

- g. appoints Group Positions, Academic Deans, Campus Managers, and Heads of Departments;
 - h. approves the new programs establishment and resources required for the new programs launch;
 - i. approves and enters into agreements on behalf of EU Business School;
 - j. ensures that there is an appropriate level of integration, communication, and unity between campuses;
 - k. ensures effective communication with internal and external stakeholders, including monitoring feedback from those parties.
2. Marketing and Student Recruitment:
- a. defines marketing and student recruitment strategy;
 - b. oversees brand and reputation development actions;
 - c. approves policies and actions pretraining to domestic and international student recruitment;
 - d. commissions strategic market reviews and approves relevant action plans by the relevant departments;
 - e. ensures the use of new digital marketing technologies in student recruitment.
3. Perennity and Financial Solvency:
- a. approves and monitors the annual budget and financial plan;
 - b. ensures the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment;
 - c. ensures the integrity of internal monitoring and control;
 - d. approves the tuition fees and policies and actions pertaining to student financial support;
 - e. oversees and ensures compliance with applicable requirements.
4. Human Resources:
- a. in cooperation with the relevant Departments Heads and group leads appoints, promotes, and dismisses staff, determines their remuneration, contractual obligations, and conditions, and determines policies on these matters in accordance with the local regulations per campus;
 - b. provides effective leadership to teams and all employees.
5. Planning and Development:
- a. develops plans and allocates budget and resources for the development of its program portfolio, premises, physical infrastructure, student services, campus facilities, and technology that enhances the overall experience of the institution.

The Executive Committee is responsible for the development and assurance of operational efficiency, prioritizing compliance with mission, vision, and strategic plan of the institution. The Executive Committee is a key stakeholder that shall ensure internal communication. It shall promote institutional philosophy and strategy to all students, staff, faculty, and general public.

The Executive Committee may establish formal or informal committees and working groups to provide support to achieve the above purpose and may delegate their responsibilities to any committee or officer. Decision making at the Executive Committee and its governance committees should be guided by EU Business School values.

The Executive Committee must always advocate on behalf of EU Business School and ensure its future development.

II.Membership

EU Business School Executive Committee includes six members by position:

- Vice-President & Managing Director
- Vice-President & Managing Director
- Group Academic Director
- Group Finance Director
- Sales & Marketing Director
- Group Transformation Director

The Executive Committee may invite members of the Strategic Committee or other invited attendees to join meetings limited to subjects of interest to the corresponding member accordingly. Invited attendees can hold observer rights only.

Chair

There is no specific chair in the Executive Committee. All members are self-managing and bring to the committee specific agenda points and recommendations from the other governing groups or departmental meetings.

III.Terms of Office

Permanent members of the Executive Committee serve on it for as long as they hold the corresponding position. Members by position cannot resign from their position at the Executive Committee.

IV.Meetings

On an annual basis the Executive Committee holds:

- a weekly scheduled meeting;
- any number of informal or partial meetings.

Dates of the meetings are communicated to the Executive Committee members in advance, and members are requested to ensure their attendance. Only all six members of the Executive Committee present at the meeting in person or virtually constitute the quorum for formal meetings.

Formal meetings must be transcribed, informal meetings transcription is optional depending on the subject of the discussion.

The Executive Committee decision making process shall be founded upon consultation and collegiality. Matters requiring the decision of the Executive Committee shall be determined by consensus of the members.

The Executive Committee appoints a secretary from staff members. The secretary will be responsible to organize the meetings and prepare formal meeting minutes. The Executive Committee shall keep a record of its resolutions, recommendations, and action items.

V. Confidentiality

At all times the Executive Committee meetings are confidential. The Executive Committee members should be committed to protecting the privacy of the discussed matters unless meeting decides otherwise, preventing unauthorized access to this information by external parties.

VI. Conflict of Interest

Invited attendees of the Executive Committee meeting are required to declare any possible conflicts of interest. Where there is a conflict of interest identified, the Executive Committee Chair may request that an attendees would not attend the meeting and be replaced with another invitee.

VII. Amendments to Bylaws

These bylaws may be amended by the Executive Committee to ensure these remain relevant and effective. Any changes shall be communicated to other stakeholders once the amendment is approved.

Academic Council

EU Business School's mission is to contribute to the global community by providing a comprehensive and in-depth international business education to an inspired, culturally diverse student body. EU Business School aspires to be student-centric and pragmatic by focusing teaching, learning and research on experiential learning delivered by a highly skilled faculty, and developing real world skills, that are easily transferable in the global marketplace across different sectors. EU Business School Academic Council is established to assist in this effort.

EU Business School Academic Council is instituted at EU Group level. The work of the Academic Council is aligned with the institutional mission, values, and strategic plan. The main function of the Academic Council is to provide academic leadership and develop and maintain the highest standards in learning, teaching and research at EU Business School. It oversees the programs and specializations offered at EU Business School, develops, and approves the curriculum, oversees research, formulates the academic guidelines, and ensures alignment between the campuses and with institutional partners.

The Academic Council is an independent body and has the responsibility to advise the Executive Committee on all academic matters and is advisory to the Executive Committee through the Group Academic Director. The Academic Council aims to achieve effective academic oversight of the quality of teaching, learning, research, and student services. The Academic Council does not have budgetary responsibility; however, it provides feedback on the impact of financial decisions on academic matters and reports it to the Executive Committee.

I. Purpose

The Academic Council functions as the body responsible for general supervision over the academic policies of the institution and provides input in the following areas:

1. Academic & Research Strategy
 - a. reviews and develops academic and research-based strategic priorities for validation by the Executive Committee (periodically);
 - b. oversees and monitors the achievement of academic and research strategy objectives;
 - c. measures and monitors the effectiveness of academic and research based strategic objectives (periodically).
2. Programs & Curriculum:
 - a. develops and approves the content of existing courses and programs;
 - b. develops and approves the assessment for courses and programs;
 - c. develops and approves the graduation requirements for the programs;
 - d. proposes the terms and conditions for admission of students;
 - e. monitors the equivalence and comparability of courses and program learning outcomes across campuses;
 - f. periodically reviews the curriculum based on the feedback provided by all stakeholders, including the guidance provided by the Advisory Board on industry and employability trends;

The Academic Council may establish formal or informal committees and working groups consisting of faculty, students, staff, and external experts to provide support to achieve the above purpose.

II.Membership

Members of the Academic Council should be appointed officials of EU Business School with experience relevant to the aims and activities of the institution and must act in the best interests of EU Business School. The Academic Council includes seven to nine permanent members by position.

- Group Academic Director
- Global Dean
- Academic Dean Barcelona campus
- Academic Dean Munich campus
- Academic Dean Geneva campus
- Online Campus Director
- Registrar
- Head Accreditation, Partnerships & Academic Quality
- Vice-President & Managing Director, Geneva campuses.

Each of the above Academic Council members shall be the point of contact between the campus or area of responsibility they represent and the Academic Council; and they shall share relevant information with the corresponding faculty, students, staff and where appropriate external experts and bodies.

Additional members may be invited for a specific meeting by the Academic Council Chair and may include but not limited to accreditation officers, heads of other departments, faculty, and students, pertaining to subjects of interest to the corresponding member accordingly. An absolute majority of the Academic Council members by position must approve the invitees prior to the meeting. Invited members have equal voting rights limited to the pertaining subjects of interest of the corresponding member accordingly.

A student representative invited to the Academic Council is appointed by the Academic Dean of one of the campuses and is required to be a Student Board member to support the communication with the student body.

There is a Secretary to the Academic Council.

Chair

The Registrar shall act as a Chair for the Academic Council and shall be responsible for coordinating the agenda of the meetings and inviting additional members according to the subject of discussion.

The Chair and the secretary are responsible for ensuring the implementation of the Academic Council decisions and will subsequently report to the Academic Council.

III.Terms of Office

Permanent members of the Academic Council serve on it for as long as they hold the corresponding position. Members by position cannot resign from their position at the Academic Council. Invited members of the Academic Council serve the term appointed by the Academic Council Chair according to the subjects of interest, possibly extended to their implementation and review.

IV.Meetings

At least four regular meetings of the Academic Council shall be held in each academic year. Two regular meetings are held in September and January prior to the start of Fall and Spring

semesters in preparation to these; other meetings are scheduled according to processes taking place. Annual reviews of strategic objectives, program OAP's and effectiveness of policies and quality reporting will take place during the summer term. Meetings can take place face-to-face or virtually. Meetings scheduled without a minimum of two weeks' notice may take place with the unanimous agreement of all permanent Academic Council members. The agenda and meeting minutes of each meeting of the Academic Council shall be prepared by the secretary and shall be available to all members of the Academic Council together with any important documents related to the meeting.

Permanent and invited members who are unable to attend a meeting must notify the Chair and the secretary in advance.

Quorum requires a minimum of five permanent members of the Academic Council present at the meeting in person or virtually. The Academic Council decision making process shall be founded upon consultation and collegiality. Matters requiring the decision of the Academic Council shall be determined by consensus of the members present.

The Secretary will provide the minutes of the meetings to the members of the Academic Council within a reasonable timeframe after each meeting.

Permanent members of the Academic Council who were absent at a meeting will be notified of decisions taken and may express their consensus or opposition within three working days. In case of opposition, the decision will be rediscussed at the next Academic Council meeting to reach consensus.

The Academic Council shall keep a record of its resolutions, recommendations, and action items. Meeting minutes can be shared internally with other relevant department heads of EU Business School.

V. Confidentiality

At all times the Academic Council meetings are confidential. The Academic Council members should be committed to protecting the confidentiality of the discussed matters unless meeting decides otherwise, preventing unauthorized access to this information by external parties.

VI. Conflict of Interest

Invited members of the Academic Council are required to declare any possible conflicts of interest. Where a conflict of interest is identified, the Chair of the Academic Council may request that an invited member may not attend the meeting, or part thereof, and be replaced by another invitee.

VII. Amendments to Bylaws

Amendments to these bylaws can be suggested by the Academic Council members, the Executive Committee or other governing bodies and shall be a subject to approval by the Academic Council.

3. Quality Policy and Objectives

EU Business School is firmly committed to ensuring quality and continuous improvement in each of its processes, with the involvement of stakeholders in accountability.

This commitment takes into account the demands of the entire educational community, as well as the evolution of the training needs of the society in which it is integrated, always seeking to guarantee its maximum degree of satisfaction.

Considering the above, EU Business School works permanently pursuing the following objectives:

- To provide high quality education, guaranteeing an academic offer in accordance with the needs and expectations of students and the professional market.
- To provide adequate support to faculty, staff and students, so that they can exercise their competences satisfactorily.
- To promote the activities of research, management and knowledge transfer throughout the school and promote the application of its results to the students' educational experience.
- To promote the Quality Policy, making it available and comprehensible to all stakeholders.
- To achieve a commitment to continuous improvement following the cycle plan -> execute -> evaluate -> improve.
- To establish an improvement plan which defines actions and documents that ensure the quality of processes.
- To ensure that the Internal Quality Assurance System remains in force through its control, review and improvement.

4. Stakeholders

The EU Business School's Internal Quality Assurance System has been designed taking into account the different stakeholders, ensuring that their needs and expectations are met and ensuring accountability to all of them.

The main stakeholders of the centre and their main needs considered are:

INTERNAL	
Students	<ul style="list-style-type: none"> • To have a diverse portfolio offer adapted to the needs of the market. • To know the School's offer, the recommended entry profile and the professional opportunities. • To know the requirements for access, admission, and the enrolment process. • To acquire skills and knowledge through quality learning. • To know and enjoy the School's reception, support and guidance systems. • To complement their competence profile with complementary academic activities. • Employability. • To participate in improving the quality of the School's processes.
Faculty	<ul style="list-style-type: none"> • To participate in the design of the portfolio offer and the curricula of the degrees. • To develop teaching effectively. • To have the resources and services necessary for the development of teaching. • To know the academic regulations. • To know the mechanisms of support for teaching and the administrative staff and services dedicated to them. • To analyse the results of the teaching processes. • To know the School's human resources policies. • To know the career plan, promotion, training and education of the School • To know the result of your annual evaluation to promote their improvement. • To participate in the improvement of the quality of the School's processes.
Staff	<ul style="list-style-type: none"> • To know the portfolio offer of the School, and the related academic processes. • To coordinate the organization and development of teaching. • To know the competence profile of the degrees, the needs and expectations of the market and of students. • To organize and develop complementary academic activities appropriate to the profile of the students. • To know the academic regulations and policies of the School. • To know the School's human resources policies. • To know the career plan, promotion, training and education of the School • Know the result of their annual evaluation to promote their improvement. • Participate in the improvement of the quality of the School's processes.

Management	<ul style="list-style-type: none"> • To establish, disseminate and ensure compliance with the School's quality policy and objectives. • To involve and encourage the performance of the functions of all the School's staff, favouring the development and promotion of the staff. • Facilitate internal communication flows and collaboration between the different functional areas of the School. • To have the necessary information to evaluate and analyse the annual results and make the relevant proposals for improvement. • To participate in the improvement of the quality of the School's processes.
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EXTERNAL	
Alumni	<ul style="list-style-type: none"> • To be satisfied with the training received. • To get advice and support in career guidance. • To obtain a qualification that favours their professional and personal development. • To improve the possibilities of employability. • To participate in the improvement of the quality of processes.
Employers	<ul style="list-style-type: none"> • To have graduates with competence profiles adapted to their needs. • To participate in the design of the portfolio offer and the design of the degrees in order to adapt them to the current needs of the market. • To have guarantees of the quality of teaching. • To participate in the learning process through external internships. • To facilitate and promote the employability of graduates.
Academic Partners	<ul style="list-style-type: none"> • To ensure compliance with the legal requirements, regulations and quality standards set by the institutions. • To support and promote the quality of teaching processes. • To facilitate mechanisms for the evaluation of degrees. • To facilitate communication between the School and the Accreditation Bodies.
Accreditation Bodies	<ul style="list-style-type: none"> • Ensure compliance with legal requirements and quality standards. • Improve the quality of learning process and job placement.

5. Internal Quality Assurance System

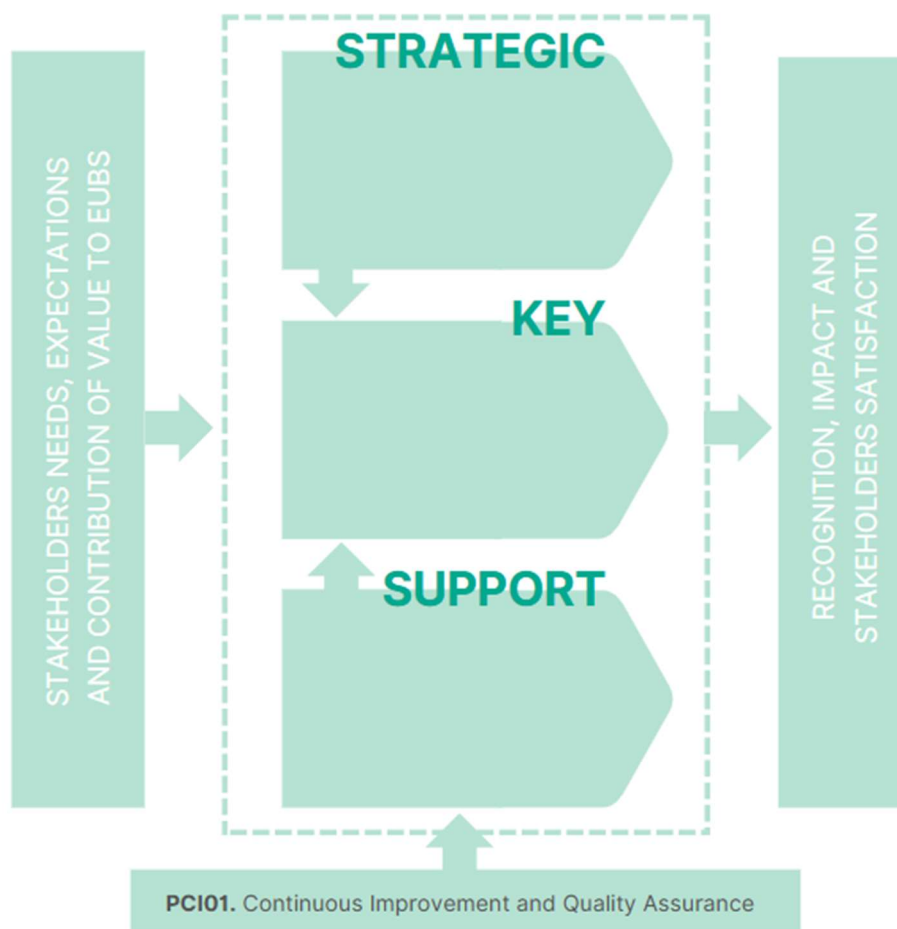
5.1. IQAS documentation

The IQAS of EU Business School is made up of the following documents:

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

5.2. IQAS Processes

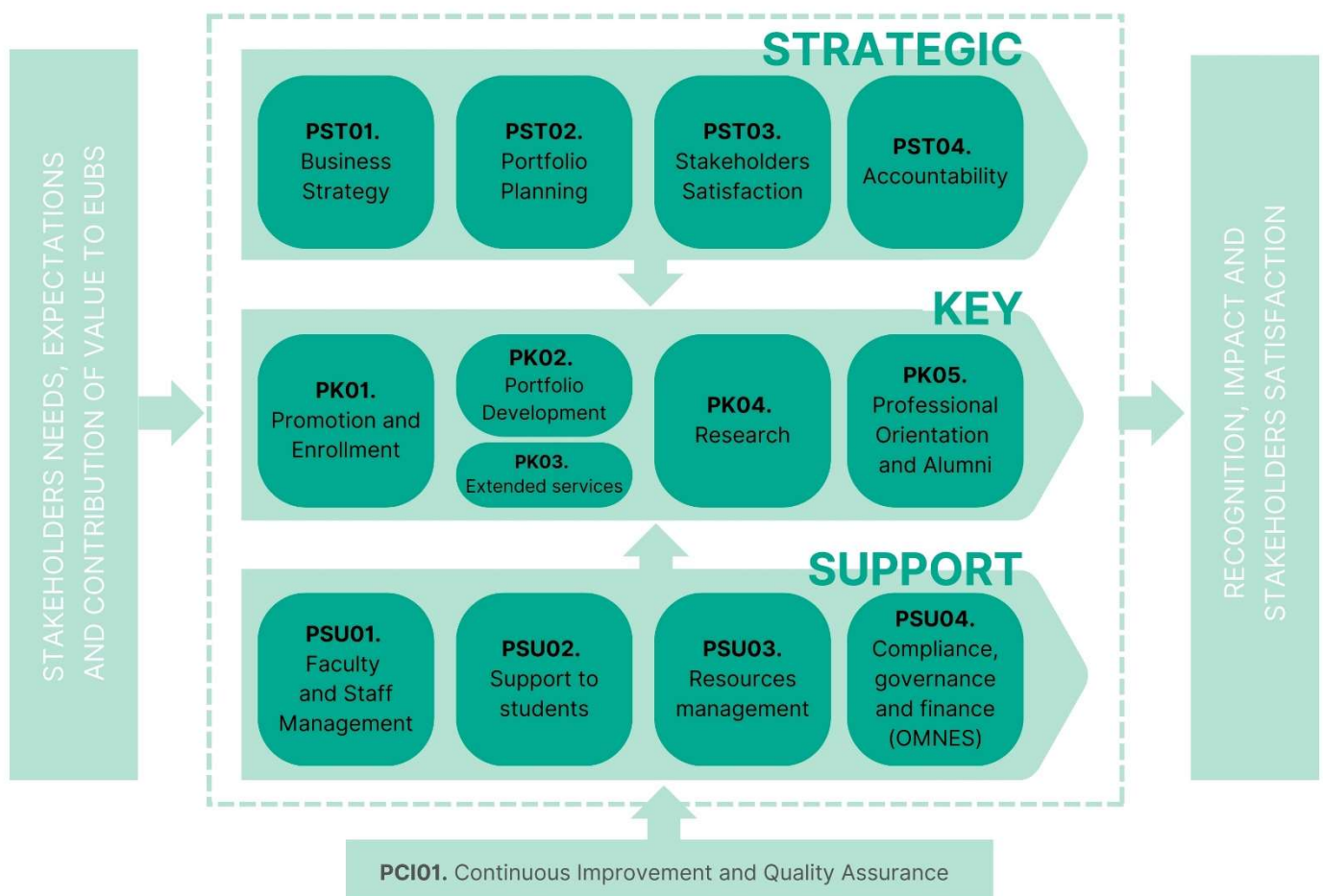
The Internal Quality Assurance System of EU Business School has been designed differentiating the strategic processes from the support processes and the key processes, with the aim of facilitating the analysis of results, the design of the portfolio offer and the review of its development, as well as to facilitate the introduction of the necessary changes in a cycle of continuous improvement.



It has been prepared by means of working groups, made up of people with responsibility within the areas involved and led by the Quality department.

Below is a more detailed description of the complete process map, as well as the list of the documentation designed based on the criteria of the AUDIT program, which are:

- How EU Business School defines its quality policy and objectives.
- How EU Business School guarantees the quality of its training programmes.
- How EU Business School orients its teachings to students.
- How EU Business School guarantees and improves the quality of its academic staff.
- How EU Business School manages and improves its resources and services.
- How EU Business School analyzes and takes into account the information of the results obtained by the processes of the Internal Quality Assurance System (SAIC).
- How EU Business School publishes information on degrees and other activities carried out.
- How EU Business School guarantees the maintenance and updating of the IQAS.





QUALITY MANUAL

V00. January 2025