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self assessment report

SAR 2019

Un lugar para la **Educación**
Superior, la **Ciencia**
y la **Innovación**

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ABET Accreditation Board for Engineering and Technology

ACAP Agencia de Calidad, Acreditación y Prospectiva de las Universidades de Madrid
Agency for Quality, Accreditation, and Prospective of Madrid Universities

ANECA Agencia Nacional de Evaluación de la Calidad y Acreditación
National Agency for Quality Assessment and Accreditation of Spain

CRUMA Conferencia de Rectores de las Universidades Madrileñas
Conference of Rectors of the Public Universities of Madrid

CGPU Conferencia General de Política Universitaria General
Conference on University Policy

CSIC Centro Superior de investigaciones Científicas
Spanish National Research Council

CU Consejo de Universidades
Council of Universities

CUNEF Colegio Universitario de Estudios Financieros
Financial Studies College

DEQAR Database of External Quality Assurance Results

EEN Enterprise Europe Network

EMES Espacio Madrileño de Educación Superior
Madrid Higher Education Area

ENAC Entidad Nacional de Acreditación
National Accreditation Body

ENQA European Association for Quality Assurance in Higher Education

EQA European Quality Assurance

EQAR European Quality Assurance Register for Higher Education

ESG Standards and Guidelines for Quality Assurance in the European Higher Education Area

ESIC Escuela Superior de Ingenieros Comerciales

FUE Fundación Universidad Empresa
Business University Foundation

IMDEA Instituto Madrileño de Estudios Avanzados
Madrid Institute for Advanced Research

IQAS Internal Quality Assurance System

NAAB National Architectural Accrediting Board

OEI Organization of Ibero-American States

PDI Personal Docente e Investigador
Teaching and Research Staff

QA Quality Assurance

REACU Red Española de Agencias de Calidad Universitaria

RUCT Registro de Universidades, Centros y Títulos
Register of Universities, Centres and Degrees

SIIU Sistema Integrado de Información Universitaria
Integrated University Information System

UDIMA Universidad a Distancia de Madrid

UNED Universidad Nacional de Educación a Distancia

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1.



Introduction

self
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report
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This Self Assessment Report (SAR) elaborated by the Fundación para el Conocimiento madri+d (madri+d, the Foundation), is part of its external review against the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), coordinated by the European Association for Quality Assurance in Higher Education (ENQA).

madri+d underwent an external review for the first time in 2014 with a positive outcome that granted full membership in the Association, ENQA, and allowed the Foundation to be included in 2015 in the European Quality Assurance Register for Higher Education (EQAR). As a result of this positive evaluation, and according to the requirements of the Spanish legal framework, the Foundation received competences to develop and implement new activities related to the Quality Assurance of the Higher Education System in the Region of Madrid, which cover all evaluation, accreditation and certification procedures related to official programmes.

In these last years, madri+d has developed and implemented new evaluation procedures to cover the needs of the Madrid Higher Education System, and the volume of activity has increased due to these new procedures and the growth of the ones that were operating previously. We have improved our operations taking into account the valuable recommendations of the previous review, and the continuous support and feedback from the Madrid Higher Education System stakeholders and the international Quality Assurance community conformed around ENQA and EQAR.

Through the last year, madri+d has opened a reflexion process structured around the definition of a new multi annual strategic plan, associated also with the reinforcement of the independence of the Direction of the institution, which has also converged with the continuous improvement systematics of madri+d and the reflexion process required by the external review process and the development of this SAR.

The global result is an organization better aligned with the needs of the higher education institutions, with its purpose of service to the society, and with the ESG, the reference standards for the good operation of quality assurance agencies.

2.



Development of the
self-assessment
report (SAR)

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madri+d signed the contract with ENQA for the external review of its activity in July 2018. At the moment of the signature the indicative schedule of the review was set.

Agreement on terms of reference	July 2018
Appointment of review panel members	March/April 2019
Self-assessment completed	April 2019
Pre-screening of SAR by ENQA coordinator	May 2019
Preparation of site visit schedule and indicative timetable	June/July 2019
Briefing of review panel members	August 2019
Review panel site visit	September 2019
Draft of evaluation report and submitting it to ENQA coordinator for pre-screening	By November 2019
Draft of evaluation report to madri+d	Early December 2019
Statement of madri+d to review panel if necessary	December 2019
Submission of final report to ENQA	By mid-January 2020
Consideration of the report by ENQA Board and response of madri+d	February 2020
Publication of the report	February 2020

Table 1. Indicative calendar of the Review

The work to develop this self-assessment report started some months before the contract with ENQA was signed. At the end of 2017, madri+d initiated the reflection process aimed to define its next multiannual strategic plan. Since their first stages both the self-assessment report production and the definition of the strategic plan have been aligned, and concerning the analysis of the activities of madri+d related to the quality assurance of higher education, the inputs, analysis and conclusions are common.

In February 2018, an expert consultant in organization analysis and strategic plan definition was hired, and in July of 2018 the internal working team in charge of the elaboration of the report was created, with the participation of all the three Heads of Unit, the Quality Assurance Manager, the Director and the General Coordinator of the Foundation. In January 2019, also an external part time expert from the university joined the team.

In its reflection process, interviews with all the personal of the Foundation were held. Also a fruitful dialogue with the director of quality assurance agencies, Rectors of the public and private universities of Madrid, vicerrectors in charge of quality matters, representatives of the Regional Ministry of Education and Research of the region of Madrid has been maintained.

A specific survey was sent to the directors of all the Spanish quality assurance agencies.

With all that information and feedback, madri+d has produced this self-assessment report, which has been revised and approved by the Delegate Commission of the Board of Trustees in its meeting on 23 April 2019.

3.



Higher Education and QA
of higher education in the
context of the agency

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1. Spanish legal framework

The basic legal setting for the development of higher education in Spain is established by the national government, while the regional governments are granted with statutory powers on higher education. The **Spanish Constitution** in its article 149 recognizes the autonomy of universities as well as the promotion and general coordination of scientific and technical research. The national **Organic Act on Universities 6/2001**, of 27 December, features the regulations that lay down the responsibilities of universities, regional governments, and the national government regarding higher education.

The legal framework for the Madrid Higher Education System is established in article 29 of the Statute of Autonomy of Madrid (the legal framework of the Region), approved by **Organic Act 3/1983** of 25 February. Under this Act, the Regional Government of Madrid is assigned the competence for the legislative development and execution of educational matters, at all levels and in all degrees, modalities and specialties, in line with article 27 of the Spanish Constitution and the aforementioned organic acts.

In Spain, the external quality assurance in higher education is provided through quality assurance agencies with different competencies. The Agencia Nacional de Evaluación de la Calidad y Acreditación (ANECA) evaluates the university faculty and is also in charge of the evaluation processes of the official programmes and institutions in those regions where there is no regional agency. The regional agencies are in charge of the external evaluation processes of the official programmes and institutions in their region. On 29 May of 2014, the Regional Government published the Decree 63/2014, of 29 May, which designates the Fundación para el Conocimiento madri+d, as the evaluation body in Higher Education in the Region of Madrid.

The evaluation procedures are regulated mainly by the national range legislation, mainly **Royal Decree 1393/2007** which establishes the organisation and planning of official university education, **Royal Decree 1614/2009** which establishes the organisation and planning of higher education in the arts, **Royal Decree 99/2011** which regulates the official doctoral studies and **Royal Decree 420/2015** for the foundation, recognition, authorisation and accreditation of universities and university centres. Nevertheless, other regulations related to certain specific aspects, such as internships, regulated professions or credit transfer recognition also exist. In addition, madri+d maintains a **legislative compendium** of these applicable regulations.

All the Spanish quality assurance agencies together form a network called Red Española de Agencias de Calidad Universitaria (REACU), which promotes the collaboration among all Spanish agencies, fostering exchanges of good practices and the development of standards, procedures and orientations related to quality assurance.

2. The Madrid Higher Education system

The Region of Madrid, located in the central area of Spain, holds a total of fifteen universities in its territory, i.e. 18% of the country's universities. The **Higher Education System of Madrid** is the biggest in Spain in terms of number of universities, students and faculty members. Most universities of Madrid

feature a long tradition and rich history; for instance, the Universidad Complutense de Madrid, founded in 1293, is among the oldest in Europe.

Of these fifteen universities which make up the Madrid Higher Education System seven are public:

- Universidad de Alcalá
- Universidad Autónoma de Madrid
- Universidad Carlos III de Madrid
- Universidad Complutense de Madrid.
- Universidad Politécnica de Madrid.
- Universidad Rey Juan Carlos.
- UNED

The other eight are private:

- Universidad Alfonso X El Sabio.
- Universidad Antonio de Nebrija.
- Universidad Camilo José Cela.
- Universidad a Distancia de Madrid (UDIMA).
- Universidad Europea de Madrid.
- Universidad Francisco de Vitoria.
- Universidad San Pablo CEU.
- Universidad Pontificia Comillas de Madrid.

madri+d evaluates all of these universities except UNED and Universidad Pontificia de Comillas, both evaluated by ANECA.

Three more intitutions: Colegio Universitario de Estudios Financieros (CUNEF), Escuela de Negocios y Centro Universitario (ESIC) and Universidad Internacional Villanueva, previously affiliated centres to other universities, have recently received the approval to become private universities. Therefore, they will start their operation as autonomous institutions in the coming years.

In Spain, universities operate through own centres and affiliated centres, which are public or private institutions that establish a cooperation agreement with a university that allows them to provide official degrees. Currently, the number of own centres in Madrid is 277 and the number of affiliated centres is 31.

In addition, Madrid is also the seat for other universities, such as Universidad Pontificia de Salamanca and affiliated centres to other universities: Centro de Estudios Superiores Instituto de Empresa (affiliated to IE Universidad), Centro ESADE (Universidad Ramón Llull de Barcelona), and Centro de Educación Superior NEXT (affiliated to Universidad de Lleida).

Finally, other foreign higher education centres/universities offer studies in Madrid: Saint Louis University in Spain, Suffolk University, Schiller International University, Asociación ESCP Europe España, and Universidad Francisco Marroquín.

This large university system has granted access to higher education to 298,065 students in the Region of Madrid during the academic year 2017-2018. This is a 17% of the total students enrolled in all the universities of Spain.

The distribution of students enrolled in the Region of Madrid during the aforesaid academic period was:

- 206,104 in public universities (192,104 in public universities and 13,840 in centres affiliated to public universities)
- 33,873 in affiliated centres of Madrid and Madrid-Sur (UNED)
- 58,148 in private universities and those of the Catholic Church

Number of students enrolled by university:

Universidad	Number of students
Alcalá	17,442
Autónoma	26,104
Carlos III	18,366
Complutense	64,384
Politécnica	33,357
Rey Juan Carlos	46,451
Alfonso X El Sabio	7,825
Antonio de Nebrija	4,261
Camilo José Cela	8,969
Europea de Madrid	8,221
Francisco de Vitoria	2,970
UDIMA	6,843
San Pablo CEU	10,009

Table 2. Number of students enrolled by university (2017-2018)

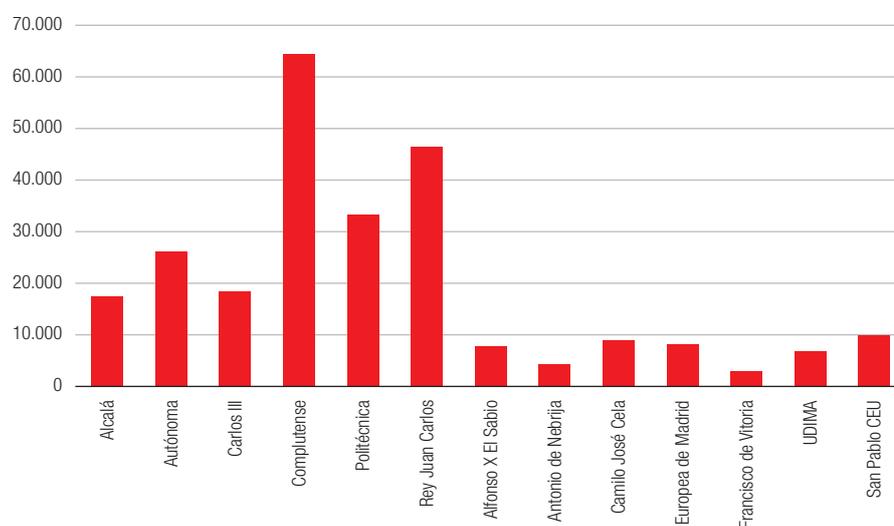


Figure 1. Number of students enrolled in Madrid Universities

The Madrid Higher Education System features the highest percentage of students coming from other areas of the country, as well as international students, especially Latin Americans and Europeans. 29% of the total number of students enrolled in Madrid comes from outside the region. As for students coming from other countries, the percentage in Madrid is 9.78% of the total. The cultural heritage of the city, the number and diversity of degrees on offer and the opportunities to develop a professional experience are some of the reasons foreign students find to enroll in one of the Madrid universities.

With regard to the teaching staff, the current total number of university lecturers and professors in the Region amounts to 24,242. 69.78% are employed by public universities, out of which 56.6% are tenured with the status of civil servants, while 43.4 % are lecturers under different categories. The percentage of PhD holders among all of them is 68.3%.

The total number of official programmes offered by the different universities of Madrid during the academic year 2017-2018, including Bachelor and Master degrees, were 1,077. Among these, 470 were Bachelor degrees, while the remaining 607 were Master degrees. As for the doctoral level, Madrid has 318 approved programmes out of the 1,650 that are currently approved in Spain.

4.



History, profile and activities
of the agency

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1. History of madri+d

The Fundación para el Conocimiento madri+d is a non-profit organization established in 2002 in the **Decree 63/2002 of the Regional Government of Madrid**. Towards the end of 2013, the Agency for Quality, Accreditation and Prospective of the Universities of Madrid, ACAP, was absorbed into madri+d. Thus, the activities related to evaluation, certification and accreditation of institutions, programmes, and individuals of the Madrid Higher Education System were taken over by madri+d. The merger of the two institutions was reflected in the revision of the madri+d Articles of Association, and was endorsed by the publication of the **Decree 63/2014, of 29 May**, which designates the Fundación para el Conocimiento madri+d as the official assessment body for the Madrid Higher Education System.

Its objectives are to strengthen and coordinate the Madrid R&D Regional System through joint projects and actions in the areas of:

- Technology-based entrepreneurship.
- Technology transfer.
- European Research Area.
- Science and Society.
- Quality of the Higher Education System.

The purpose of madri+d is stated in the **Articles of Association, article 5**:

“The Foundation’s goal is to contribute to converting the quality in higher education, science, technology and innovation into a key element in the competitiveness and wellbeing of the citizens”.

madri+d aims at promoting the development of science and technology knowledge, enhancing technology innovation and consolidating joint actions between the scientific and business communities, supporting technology transfer and commercialization activities, developing a framework to encourage start-ups from R&D projects, fostering the participation in European R&D programmes, and improving the quality of the Higher Education System in the Region of Madrid.

After the merger, madri+d underwent an external evaluation coordinated by ENQA in 2014, which led to the admission as full member of the Association on 6 March 2015, and the **inclusion on the European Quality Assurance Register (EQAR)** on 8 June 2015. Since then, and according to the Spanish regulations that set being included in EQAR as a requisite for the agencies to perform some of the official evaluation activities, madri+d has developed and implemented all the official quality assurance procedures required by the Spanish Legal Framework, such as the Verification and Modification of Official Programmes, or the Certification of Internal Quality Assurance Systems in University Centres, and is starting to implement the Institutional Accreditation of University Centres procedure.

2. Organization of madri+d

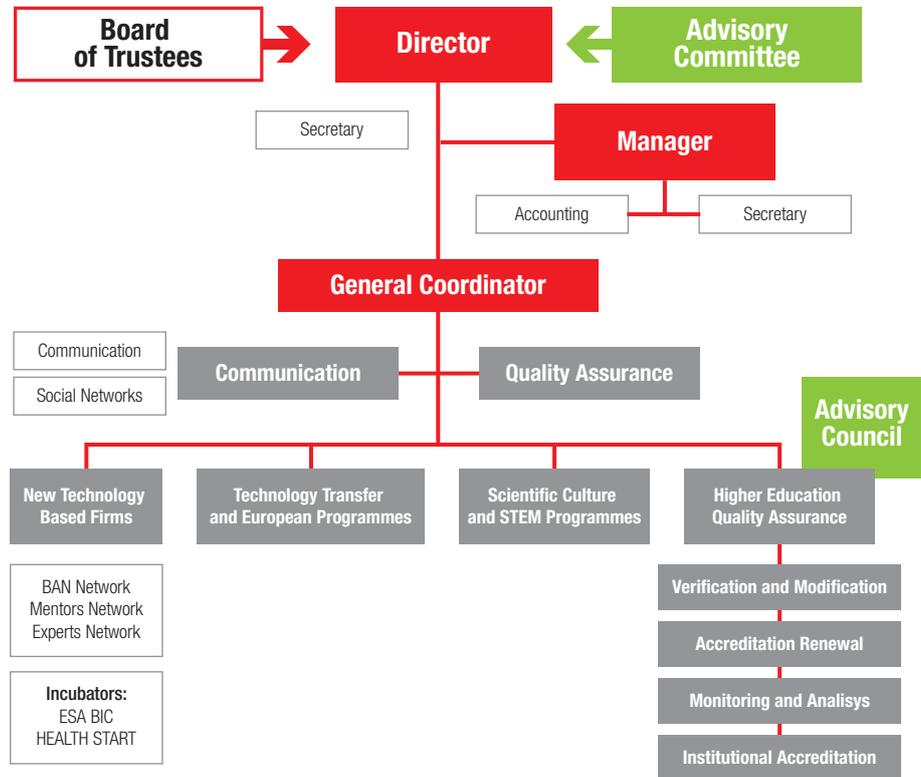


Figure 2. madri+d organization chart

The organization of madri+d is aligned with the mission stated in its Articles of Association. It consists of four Areas: the Higher Education Quality Assurance Area, and three other independent areas, related to fostering R&D&I and scientific culture in the region of Madrid, and developing activities aimed to disseminate science, technology and education information to a global audience.

The main activities of the **Scientific Culture and STEM Area** are the coordination of the European Researchers Night in the region of Madrid, the coordination of the Science, Technology and Innovation Week, the Science and Innovation Fair and the publication of a free, daily science and technology newsletter called *Notiweb*.

The **Technology Transfer and European Projects Area** of madri+d encourages the participation of Madrid entrepreneurs and researchers in European research and innovation networks and programmes and promotes the commercialization of research results.

The **Technology Based Entrepreneurship Area** promotes entrepreneurial culture and supports the creation of quality teams and the consolidation of new science-technology-based companies, in collaboration with universities, research and business institutions of the Community of Madrid.

The **activities related to the Quality Assurance in Higher Education**, which is the subject of the external evaluation to check the compliance with the ESG, are performed by the Higher Education Quality Assurance Area. This area is divided in four subareas, Verification and Modification, Accreditation Renewal, Monitoring and Analysis and Institutional Accreditation. These subareas are directly linked to the main evaluation activities of madri+d. This report details the means of operation, procedures, resources involved in this Area.

The organization also counts on two support areas: Communication and Internal Quality, which provide support to all the Areas in matters related to public communication and dissemination of the work and results of the Foundation and to the implementation of the procedures related to the Quality Assurance and Improvement System of the institution.

madri+d has established two advisory bodies: the Advisory Committee of the Foundation and the Advisory Council on University Quality in Community of Madrid. These two bodies are widely described below.

2.1. Board of Trustees

The **Board of Trustees** is the highest governing representative and administrative body of the Foundation, and exercises its corresponding functions subject to the provisions of the legal system and the Articles of Association. Its competence extends to all matters related to either governance or management of the Foundation.

It is composed of:

President

- The head of the competent office of the Regional Government with responsibility for universities in Madrid Region.

Vice-president

- The head of the competent Directorate General with responsibility for Universities in Madrid Region.

Members:

- The head of the competent Directorate General with responsibility for Research in Madrid Region.
- The head of the competent Subdirector General with responsibility for Universities in Madrid Region.
- The head of the competent Subdirector General with responsibility for Research in Madrid Region.
- A representative of the office of the competent Deputy Regional Councillor for Employment in the Madrid Regional Government to be designated by the said Deputy Regional Councillor.

- The head of the office of the competent Regional Councillor with responsibility for Research in Madrid Region may elect up to four trustees, who must be Presidents of publicly funded universities in Madrid Region. The appointment will be made at the proposal of the conference of Presidents of Publicly-Funded Universities in Madrid (CRUMA).
- Two representatives of privately-funded universities in Madrid Region, designated by the representatives of privately-funded universities in Madrid Region.
- One member designated by the Madrid CEOE Business Confederation (CEIM) in accordance with its internal regulations.
- The Director of one of the IMDEA Foundations, designated by the directors of the Madrid Institutes for Advanced Research (IMDEA).
- One student, designated by the Council of Students in Madrid Region.
- One representative of the Social Councils, designated from among their members by the Conference of Social Councils in Madrid Region.
- One trade union representative, a member of the teaching and research personnel (PDI) of the publicly-funded universities in Madrid, designated by the most representative trade union with the majority among the PDI of Madrid's publicly-funded universities.
- One representative of the Superior Scientific Research Council (CSIC), designated by this body.
- The Board of Trustees may appoint up to a maximum of three trustees, all experts of renowned prestige in University -related matters. These expert trustees must come from regions other than Madrid Region.

2.2. Director

The Director of *madri+d*, www.madrimasd.org/transparencia/informacion-institucional/altos-cargos, is appointed by the Board of Trustees following an open-concurrence selection process conducted by an external and independent committee. The Director is attributed with all of the necessary competences with respect to the technical part of evaluation and accreditation, and is able to act independently in this area.

In all cases, the Director must demonstrate specific abilities and skills in the area of university evaluation and accreditation, as well as in the promotion, management and evaluation of research, and must be a person of renowned prestige in these areas of knowledge.

The mandate of the Director shall be four years. There shall be no grounds for discretionary removal of the Director except for limited grounds relating to subsequent inability, subsequent incompatibility, a judicial sentence for criminal acts or permanent disqualification, or a serious failure to carry out the duties of the position.

The functions of the Director are:

- A. To draw up the annual action plan and, where appropriate, the four-yearly objectives, determining their needs and resources, as well as the necessary means to achieve the purposes of the Foundation.
- B. To prepare the budgets and the annual accounts in accordance with the provisions contained in article 21.2 of the Foundations Act (Madrid Regional Law 1/1998).
- C. To direct, encourage and oversee all of the activities of the Foundation within the guidelines set out by the Board of trustees.
- D. To act as the hierarchical superior for all of the personnel in the Foundation.
- E. To set the distribution and application of the funds available among the purposes of the Foundation within the general limits established by the Board of trustees.

The Director is assisted by the General Coordination in its duties of directing and coordinating the work of all the personnel of madri+d.

2.3. Manager

The Manager of madri+d, www.madrimasd.org/transparencia/informacion-institucional/altos-cargos, is designated by the Board of Trustees or its Executive Committee, from among people qualified to exercise this position who are not trustees. The functions of the Manager, under the supervision of the Director, are:

- A. To manage and co-ordinate the Foundation's general services. Specifically, the administrative, financial, economic and legal aspects. Furthermore, the manager will be responsible for the financial and economic oversight of the Foundation.
- B. To draw up the draft budget and financial statements.
- C. To take responsibility for the management of human resources and the implementation and management of social responsibility policies, occupational health & safety, gender equality, and work-life balance.
- D. To manage and coordinate the use and operation of the buildings, facilities and scientific or technical equipment, especially their maintenance, renewal and adaptation to current legality.
- E. To co-ordinate the work of each unit in order to achieve optimal performance in terms of quality, service and cost, maintaining economic control over the Foundation's projects and activities.
- F. To have and use, pursuant to the powers granted to the Manager by the Board of trustees or the Executive Committee, the power to sign and represent the Foundation, always within the guidelines established by the Board of trustees or the Executive Committee.

2.4. Advisory Committee of the Foundation

The **Advisory Committee of the Foundation**, is the advisory body on the functioning and activities of madri+d. It consists on a group of experts, both national and international, independent and of renowned prestige and professional competence in the areas of the Foundation.

The objective of this advisory body is to provide external high-level advice to the Direction of the foundation, in order to improve its activity in line with high international standards.

The Functions of the Foundation Advisory Committee are:

- Providing advice on matters relevant to the main activity areas of madri+d.
- Suggesting innovations that, based on the experiences of other advanced scientific, technological and university systems, could be suitable to be incorporated to the Foundation's activities and management.
- Providing clues to develop different policies on university degrees and high education.
- Providing advice in the organization of meetings and events of national and international experts on key aspects.
- Suggesting ideas that could contribute to the improvement of prestige of madri+d in all of its areas.

Up to 2017, the Advisory Committee's objectives and activity was focused only in the Higher Education Quality Assurance Area, and it was composed of national and international experts in these matters. In 2017, there was a change in the Direction of madri+d that initiated a reflection process leading to the definition of a multi annual strategic plan. One of the recommendations included in the strategic plan is to evolve the Advisory Committee to operate in a more efficient manner. In the near future, the Committee will be composed by a set of working subcommittees that address the different areas of the Foundation. The composition of these subcommittees will be made on the basis of group activity, selecting national and international experts on the specific subjects. We expect that, in addition to the advisory activity, these groups will also work as "think tanks" on strategic issues related with higher education and the future of labor market.

2.5. Advisory Council on University Quality in the Community of Madrid

The **Advisory Council on University Quality in the Community of Madrid**, is a regional advisory that consists of representatives of the Government of the Region of Madrid, Vicerectors of quality assurance related matters from all the universities of Madrid, and a representative of the Social Council of the public universities of Madrid.

The Advisory Council meets at least twice per year, and also any other times when there is a relevant topic or information to be discussed.

The objective of this advisory body is to serve as a means of information and exchange of criteria related to quality assurance, between the main institutions involved in external quality procedures.

The functions of the Council are the following:

- To advise the Direction on the evaluation and accreditation methodologies applied and the modifications or improvements that are progressively considered appropriate to incorporate.
- To advise the Direction on internal procedures and procedures for the implementation of the diverse programmes and activities related to the evaluation and accreditation of teaching quality.

5.



Higher Education Quality Assurance activities and processes of the agency

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report**

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madri+d's overall aim of enhancing the Higher Education Quality is carried out through activities conducted on regular basis; these activities can be grouped into *evaluation of programmes* and *institutional evaluation*.

1. Evaluation of programmes

madri+d carries out initial and periodic evaluation of programmes covering the different areas involved in the Higher Education System. Most evaluation processes rely significantly on a self-assessment report (SAR) in order to reflect upon strengths and areas of improvement. Evaluations identify good practices and areas of recommendation in search of the continuous improvement of the institutions. For the different processes, madri+d counts on evaluators selected from a database of experts. These experts (teaching staff, professionals and students) have experience and understanding of quality assurance and are trained by madri+d on the specific evaluation processes they carry out (see chapter 9.4 of this report).

Official university programmes at all levels (Bachelor's Degree, Master's Degree and Doctorate studies) must undergo a three-stage external evaluation process (ex- ante accreditation, monitoring and accreditation renewal); in addition, in between these processes the programmes might undergo certain modifications. Figure 3 summarizes the order of these processes and the frequency of evaluations:

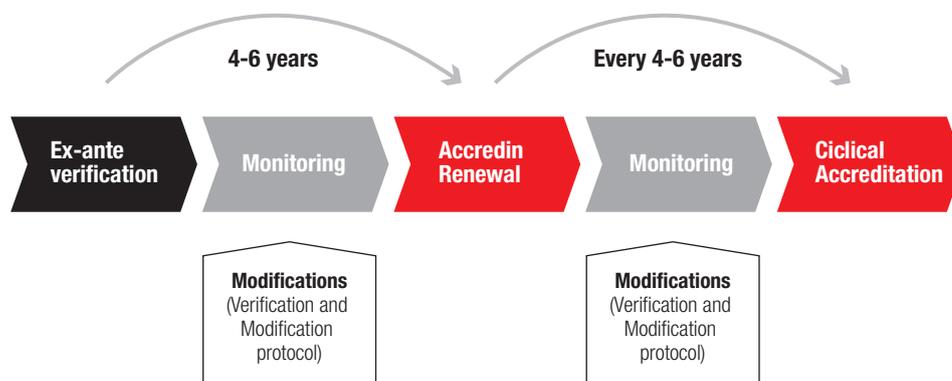


Figure 3. Degrees quality assurance cycle

1.1. Verification and Modification (Ex-ante accreditation)

This procedure assesses the applications for the different official programmes; it verifies that the design of the study programmes include the criteria established by law to authorize their implementation. The Royal Decrees 1393/2007 and 420/2015 establish the verification procedure for official universities degrees, and the Royal Decree 1614/2009 for the Master Degrees in Arts Education.

For universities official degrees, the **procedure** starts with the design of study plans made by the University and approved by the University's governing bodies.

- The University sends the application to the National Council of Universities, who requests from **madri+d** an assessment report on the degree proposal.
- The **Evaluation and Verification Commission**, which is organized in fields (Engineering, Sciences, Health Sciences, Arts and Humanities and Social Sciences), evaluates the project and delivers the report which is taken to the Plenary of the Commission.
- The Plenary of the Evaluation and Verification Commission issues the provisional report and the final verification report.
- In case of a negative result of the evaluations, the university can appeal and provide more supporting evidences that are studied again by the field of the Commission, and sent again to the Plenary of the Commission.
- The final verification reports are binding in nature and might include recommendations and suggestions to be taken into consideration in the monitoring process.
- The report is sent to the applicant university, the Council of Universities, the National Ministry in charge of Education matters and the Regional Councillor of Education and Research.
- The Council of Universities decides on the verification, and the university may claim at the Presidency of the Council of Universities against a verification decision. In this case, claims are submitted to the Claims Commission of **madri+d**, who submits a new report to the Council of Universities, who forwards the resolution to the Universities.
- If this resolution is positive, the official university programmes are authorised to be implemented. The programmes are then listed in the Register of Universities, Centres and Degrees (RUCT), which leads to a qualification with administrative value in Spain.

The study plans proposed respond to criteria established in the RD 1393/2007, regarding all areas of institutional activity: governance, teaching and learning activities, academic and administrative staff, internal QA system, and facilities:

1. Name and description of the degree.
2. Justification.
3. Competences.
4. Student access and admission.
5. Planning and programme content.
6. Academic staff.
7. Material resources and services.
8. Intended outcomes.
9. Internal Quality Assurance System (IQAS).
10. Timetable for implementation.

Once the programmes have been implemented for at least one year a review of changes in official programmes /modifications might take place as indicated in RD 1393/2007. On this respect, universities may request significant changes to the officially authorised degrees, whose coherence is evaluated

by a Committee, who issues a report indicating if those changes are valid, following the same steps indicated above.

The reports issued by the panels of experts and committees are published on the universities webpages and can also be found in the search engine of madri+d: <http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/verificacion-modificacion/informes-evaluacion>

Table 3 summarizes the number of programmes participating in the processes of ex-ante accreditation and modification in the last three years.

	2016	2017	2018
Verification	167	84	93
Modification	168	196	232

Table 3. Number of programmes verified and modified per year

Detailed data related to the processes of verification and modification in the different fields are provided in Table 4.

Field	2016	2017	2018
Arts and Humanities	37	24	27
Sciences	11	16	11
Health Sciences	40	35	39
Social Sciences	153	121	144
Engineering	94	63	85
Ad hoc		21	19

Table 4. Programmes verified and modified by field

The information regarding the verification and modification processes can be found in the following link: <http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/verificacion-modificacion>

A specific case of the Verification process is the verification of Master programmes on Higher Education in the Arts, which has to follow the criteria established in the Royal Decree 1614/2009. These programmes cover studies in music and dance, performing arts, preservation and restoration of cultural heritage, and in design and visual arts; and are provided by Higher Education Arts Schools, which are not universities but whose degrees have the same level as them, according to the Spanish Qualifications Framework.

On this respect, madri+d carries out the processes of Verification and Modification. The procedure follows the steps described above for other programmes (study plans, document evaluation, appeals, report issuing), but they differ on the organisation that requests the evaluation and issues the decision, which in this case is the National Higher Council of Artistic Education.

Information on the process can be found here:

<http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/evaluacion-enseanzas-artisticas-superiores>

1.2. Monitoring

As stated in the **Royal Decree 1393/2007, of October 29, which establishes the organisation and planning of official university education**, the monitoring of the official degree and master programmes is a process that is carried on in order to guarantee the quality of the official training provided by the Spanish universities. It is desk based and serves as a medium-term evaluation.

madri+d has been carrying out the process of monitoring the official degrees since 2012. During years 2016 and 2017, the monitoring process was suspended due to the high workload related to the significant number of programmes that underwent the Accreditation Renewal process. In 2018 the reflection process initiated in madri+d led to a redesign of the whole process and an improved **evaluation protocol**. This new model foresees a better alignment between Verification, Monitoring and Accreditation Renewal procedures.

Current monitoring protocol considers two different kinds of monitoring, in order to cover the different situations potentially faced by a programme: on the one hand, an *ordinary monitoring* of those programmes which have obtained their accreditation, whether through verification or through accreditation renewal without significant recommendations of improvement. On the other hand, *special monitoring* of those programmes which despite having obtained a positive evaluation, their reports include critical recommendations of improvement and therefore require a speedy follow-up.

At the date of this report this procedure has been applied to 63 special monitoring programmes, and in year 2019 the ordinary monitoring of 92 programmes and the special monitoring of 48 programmes is scheduled.

The procedure of the monitoring follows these steps:

- The universities must submit a self-assessment report and related supporting documents of the programmes under evaluation. In case of special monitoring specific supporting evidence and data that address previous recommendations is required.
- In the special monitoring the evaluation might include a site visit if the recommendations refer to needs related to material resources or any others that require an in-situ checking.
- The evaluation body of this process is the **Monitoring Evaluation Committee**, which is organized in fields (Engineering, Sciences, Health Sciences, Arts and Humanities and Social Sciences), and the Plenary. It is composed of academic experts and students.
- After the evaluation of the self-assessment report, supporting evidences, previous evaluation reports on the programme, the specific field of the Monitoring Evaluation Committee issues a provisional monitoring report.

- Universities can appeal the Provisional Report and provide more supporting evidences that are studied by the Plenary of the Monitoring Evaluation Committee.
- After analysing the appeals the Plenary of the Monitoring Evaluation Committee issues a final monitoring report.

The monitoring process does not involve a final decision, but provides the institutions with feedback on the development of the different dimensions of the programmes. The whole process is meant to be a tool for improvement so that the universities can address those weaknesses identified before the accreditation renewal takes place. At the same time, good practices in the implementation of the programmes can be highlighted. In case that a previous recommendation hasn't been followed, madri+d will inform the education authorities, and this finding will be highlighted as a key element in the following accreditation renewal process.

The monitoring procedure takes into consideration the following three dimensions:

PLANNING

1. Study plan
2. Academic management and teaching coordination

RESOURCES

3. Teaching staff
4. Supporting staff
5. Material resources

CONTINUOUS IMPROVEMENT AND OUTCOMES

6. Internal Quality Assurance System
7. Outcomes, data and indicators

Table 5 represents the number of programmes that underwent monitoring procedure in the last years.

	2015	2016	2017	2018
Monitoring	33	--	--	63

Table 5. Number of monitored programmes by year

Detailed breakdown of data related to the process of special monitoring in the different fields in year 2018 is provided in Table 6.

Field	Number
Arts and Humanities	9
Sciences	6
Health Sciences	5
Social Sciences	33
Engineering	10

Table 6. Programmes monitored in 2018 by field

140 programmes are scheduled for Monitoring in 2019 (92 for ordinary monitoring and 48 for special monitoring).

Reports are published in:

<http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/seguimiento-titulos/resultados>

The information regarding the process can be found in the following link: <http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/seguimiento-titulos-oficiales>

1.3. Accreditation renewal

This ex-post accreditation procedure intends to guarantee the levels of quality established in the Verification and Modification of programmes. In order to maintain their official status, the titles must obtain a favorable accreditation report, in accordance with the **procedure** established in the R.D. 1393/2007. The accreditation renewal takes place every four (Master's degrees) or six years (Bachelor's degrees and Doctorates) from the date of its verification by the Council of Universities or from the date of its last accreditation. Since 2015, madri+d has carried out the accreditation renewal of 925 programmes.

The process involves the following stages:

- The University requests the Regional Ministry of Education and Research of the Region of Madrid the renewal of the accreditation of the programmes and subsequently the Councillor issues the evaluation request to madri+d.
- The university must produce a self-assessment report with the related supporting evidences.
- The evaluation file is comprised of the self-assessment report, the supporting evidences, previous evaluation reports of the program and additional data gathered by madri+d from the Integrated University Information System (SIU).
- A specific panel is appointed for each programme or group of programmes from the same institution and area of knowledge.
- After examining the documentation included in the evaluation file, the on-site visit takes place and the experts draft a report on the compliance with the Accreditation Renewal criteria.
- The evaluation reports elaborated by each panel are analyzed by the corresponding field (Engineering, Sciences, Health Sciences, Arts and Humanities and Social Sciences) of the Evaluation and Accreditation Committee, who issues the provisional accreditation renewal report providing recommendations and indications to modify specific areas if necessary.

- The University is given the opportunity to submit appeals and an improvement plan that address the weaknesses identified in the report.
- The Plenary of the Evaluation and Accreditation Committee after examining the appeals and improvement plan issues a final accreditation renewal report.
- The Final Accreditation Renewal report is sent to the Universities, to the Regional Ministry of Education and Research and to the National Council of Universities.
- The Council of Universities issues a resolution; if the resolution is positive the programme can continue its implementation as official programme. If it is negative, it must become extinct and be eliminated from the RUCT.

The evaluation dimensions and criteria of this procedure are common to all Spanish agencies:

MANAGEMENT OF THE PROGRAMME

1. Organization and development of activities
2. Information and transparency
3. Internal Quality Assurance System

RESOURCES

4. Academic staff
5. Supporting staff: resources and services

OUTCOMES

6. Learning outcomes
7. Performance and satisfaction indicators

The universities can request that the accreditations from other agencies are accepted as input in the Accreditation Renewal process. madri+d has established the conditions under which these accreditations can be accepted. There must be a previous check of the correspondence between the evaluation criteria of madri+d and the other accreditation model, and an observer from madri+d has to participate in the evaluation process. Complementary evidences are requested in order to cover the gaps between the evaluation criteria that could exist. Up to now ABET and NAAB accreditations are accepted. This procedure could lead to the skip of the visit by madri+d to avoid duplicating workload at the university end. The accreditation report and the complementary evidences are analysed by the Evaluation and Accreditation Commission, body that issues the Accreditation Renewal reports. This simplified process is applied in very few cases, less than 1% of our accreditations, and is considered a very specific case of the Accreditation Renewal process.

Table 7 summarizes the number of accreditation renewals carried out from 2016 to 2018:

	2016	2017	2018
Accreditation Renewal	370	303	95

Table 7. Programmes accredited by year

The distribution by fields of all programmes with the accreditation renewed by madri+d by field is shown in Table 8.

Field	
Arts and Humanities	125
Sciences	74
Health	145
Social Sciences	373
Engineering	248

Table 8. Programmes with the accreditation renewed by field

Reports are published in:

<http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/renovacion-acreditacion/resultados>

The information regarding this process can be found in the following link: <http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/renovacion-acreditacion>

2. Institutional evaluation

The evaluations performed by madri+d related to the Institutional evaluation include different processes with specific objectives and origin. Some of these processes are voluntary and with no direct consequence in the administrative authorisation to operate for the universities, while others have direct consequences in the renewal of the accreditation of official programmes:

DOCENTIA is a voluntary certification model that evaluates the systems implemented in the universities to assess the performance of their faculty.

SISCAL madri+d is the model for the certification of the IQAS of University Centres. Despite being a voluntary certification process, it is directly linked with the Institutional Accreditation procedure, and can lead to the accreditation renewal of the official programmes offered by the centre.

The Institutional Accreditation is a process, alternative to the programme by programme Accreditation Renewal, which was included in the Spanish regulations in the RD 420/2015, and has been developed in 2018 by the Spanish Education Ministry.

The Assessment of the programmes' development plan is a specific, non-binding, procedure, which is included in the RD/420/2015; it can be requested by the Regional Administration of Madrid when analysing application for the approval of new universities or universities centres.

2.1. Certification of Internal Quality Assurance Systems of University Centres, *SISCAL madri+d*

SISCAL madri+d is the model for the certification of Internal Quality Assurance Systems of University Centres, IQAS, developed by madri+d. This model intends to set a framework which allows universities to implement a continuous improvement system that contributes to the enhancement of the quality of their programmes.

SISCAL madri+d is based on the **common certification protocol** that was established by the General Conference of University Policy (CGPU) in November 2017. This protocol was foreseen in the Royal Decree 420/2015. It is a model of voluntary certification for universities, but which, in conjunction with the renewal of the accreditation of a certain number of official degrees of the centre, allows opting for Institutional Accreditation of the centre.

The guide of the process was approved in May 2018, and up the date of this report, the certification process of a centre has started, and applications for the certification of seven more centres have been received.

The steps of the certification process are the following:

- Application by the University, is submitted directly to the agency.
- A review team is appointed. It is composed of a secretary, two experts in university quality and one student.
- The university provides access to the reviewers to the IQAS, both to procedures and evidences of its application.
- After the review of the documents and evidences of application, a site visit takes place. The review team elaborates an evaluation report.
- The Certification Commission analyses the evaluation report and issues a Provisional Certification Report to the university.
- The university can both appeal the Provisional Certification Report and propose an improvement plan to solve the identified weaknesses.
- The Certification Commission issues the Final Certification Report and issues the Certificate of the implementation of the IQAS, in case of fully or substantially compliance of all the criteria.
- In case there are criteria without full or substantial compliance, within a year the university can provide evidence of the satisfactory implementation of the improvement plan, and subsequently obtain the certificate.
- After certification, there is an annual follow up on the improvement and implementation of the IQAS.

SISCAL madri+d takes into account the following criteria:

1. Quality Assurance Policy
2. Training provision
3. Management of the implemented programmes
4. Academic Staff

5. Learning resources and support services
6. Results
7. Public Information, transparency and accountability
8. Management of the continuous improvement.

More information about the process can be found in:

<http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/siscal-madrid>

2.2. Institutional Accreditation

This procedure recognizes the capacity of university institutions to guarantee the quality of their titles consistently. It allows them to renew the accreditation of all their programmes without undergoing the processes of external accreditation programme by programme.

According to the requirements established by the national legislation in RD 420/2015, the institutional accreditation will be granted to those institutions which:

- A. hold a certificate of implementation of IQAS evaluated according to the protocol established by the General Conference of University Policy, and
- B. have undergone the accreditation renewal of at least 50% of the official degree and master programmes delivered in the institution.

A **Resolution of 7 March of 2018 of the National Secretariat of Universities** develops the procedure to be applied by the agencies to proceed to the Institutional Accreditation of University centres.

The steps of this process are:

- The university issues the application to the agency, and provides a detailed list of the official programmes provided by the centre, their accreditation situation and evidence of the certification of the IQAS.
- The Foundation analyses the application and the information provided and checks that the centre fulfils the Institutional Accreditation criteria. The Institutional Accreditation Commission is composed of the Director of madri+d, the responsible of the IQAS certification process and the responsible of the Accreditation Renewal Process.
- The report is issued and sent to the applicant university, the Council of Universities, the National Ministry in charge of Education matters and the Regional Councillor of Education and Research.
- After receiving the report, the Council of Universities makes a decision. If it is positive, all the official programmes of the centre have their accreditation renewed, and it is registered in the Register of Universities, Centres and Degrees (RUCT).

At the date of the report, madri+d has developed its internal Institutional Accreditation protocol and will start its implementation in the coming weeks.

2.3. DOCENTIA

This **procedure** consists of the assessment and certification of internal evaluation of teaching systems. The objective of DOCENTIA is to provide a frame of reference –a model– and several procedures that allow tackling the assessment of the teaching activity in universities. Up to now and at a national level, over 80% of Spanish Universities have participated in the programme.

In March 2007, the Agency for Quality, Accreditation, and Prospective of the Universities of Madrid (ACAP) and the National Agency for Quality Assessment and Accreditation (ANECA) signed a cooperation agreement for the development of an assessment programme of the teaching activity called DOCENTIA, an internal evaluation of the academic staff carried out by each university. The agreement was renewed in 2014 between ANECA and madri+d, which is the agency responsible for the programme in the Madrid region. DOCENTIA was designed according to the European Standards and Guidelines for Quality Assurance, with the aim to guarantee compliance with the criterion 1.4, by which Higher Education institutions must provide themselves with means to ensure that their teaching staff is qualified and competent in teaching.

The development of the process is composed of five phases including an external assessment of the model, a monitoring phase of the implementation, and a certification phase with an external visit:

Phase I: Universities design a model of manuals of evaluation of the teaching practice according to the model provided. The model takes into consideration three dimensions, each one divided into different items, as can be observed in Table 9:

Dimensions	Items		
I. Teaching planning	1. Teaching organization and coordination	Modes of organization	
		Coordination with other teaching actions	
	2. Planning of teaching and learning related to the subjects taught	Foreseen learning outcomes	
		Foreseen learning activities	
Criteria and methods of evaluation			
II. Teaching development	3. Development of teaching and evaluation of learning	Teaching materials and resources	
		Teaching and learning activities carried out	
III. Outcomes	4. Outcomes in terms of training objectives	Implemented evaluation procedures	
		5. Review and improvement of teaching practice: training and innovation	

Table 9. DOCENTIA model: dimensions and items

Each university decides upon the best ways for them to gather the information required, as long as it follows the procedures and meets the requirements which assure the quality of the information provided. Sources must include information provided by the teacher evaluated, by their academic responsible and by students.

Phase II: External evaluation of designs, in order to acknowledge the compliance of the specifications and criteria of the DOCENTIA model.

Phase III: Implementation of the evaluation models which have previously obtained a positive evaluation.

Phase IV: Agencies evaluate and monitor the implementation of the model. Recommendations previous to the certification (Phase V) are provided.

Phase V: Certification of the evaluation procedures of the teaching practice

Each university has developed its own DOCENTIA models, and find themselves on different phases regarding implementation and development; on this respect, any university who would like to take part in the DOCENTIA programme should apply to madri+d and follow the procedures established to that end. In order to facilitate the evaluation of each of the models, there is a permanent open call to apply for the evaluation.

Table 10 provides information regarding the number of procedures regarding DOCENTIA carried out in the last three years:

	2015	2016	2018
Evaluation and monitoring of models	2	1	2
Certified Universities	--	1	3

Table 10. DOCENTIA evaluations per year

Reports are published in:

<http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/docentia/resultados-evaluacion>

The information regarding this process can be found in the following link:

<http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/docentia>

2.4. Assessment of the programmes development plan

The **Royal Decree 420/2015**, which establishes the creation, recognition, authorization and accreditation of universities and university centers, addresses the regulation of the requirements for the creation and recognition of universities and public and private university centres, and the procedure for authorizing their operation.

One of the requirements for the recognition and authorization of universities and centres is the need to present a programmes development plan which has to be assessed, in the region of Madrid, by madri+d. It is the Directorate of Universities of Madrid, the body responsible of issuing the resolution on

applications for the creation and recognition of universities and centres that request these evaluations and receive these reports.

When a request of evaluation is received, it is analysed by the Commission on the Authorisation of new universities, which issues an evaluation report and send it to the Directorate of Universities, that include the report in the authorization file.

The Commission in charge of this procedure is composed of a secretary and academic experts from outside the Region of Madrid.

The evaluation **protocol** considers the following criteria:

- Programmes development plan
- Teaching and researching staff
- Facilities and material resources
- Activity guarantee

More information about this process can be found in:

<http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/comision-evaluacion-pdt-autorizacion-nuevos-centros>

6.



Agency's internal
quality assurance

self
assessment
report

2019 SAR

madri+d has implemented an **Internal Quality Assurance System (IQAS)**, according to the requirements of ISO 9001 standard; it is applied to all the Higher Education quality assurance activities and is also aligned with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). The IQAS is certified by **European Quality Assurance, EQA**, a certification body accredited by the National Accreditation Body ENAC.

The IQAS of madri+d was originally implemented for its assessment activity in higher education, and the application of several support processes was extended to other areas of the Foundation.

In 2017, the scope of the IQAS was extended to training activities for external users, including those programmed by the area of Quality Assurance in Higher Education.

In 2018, the transition to the 2015 version of the 9001 standard was implemented, adjusting the system to the new management requirements based on risk analysis.

In the near future, the scope of the Foundation's quality system will be extended to other areas of activity of madri+d.

The IQAS of the madri+d is structured in four blocks of processes:

- Strategic processes, whose purpose are activities of analysis and coordination of the activity of madri+d.
- Operative processes, which establish the criteria for the activities included in the scope of the IQAS.
- Support processes, which establish systems related to the management of resources and activities needed for the ordinary functioning of the madri+d.
- Monitoring, measuring and improvement processes, related to the measurement, monitoring, analysis and continuous improvement of activities.

Figure 4 shows the processes identified in the internal quality assurance system and their relations:

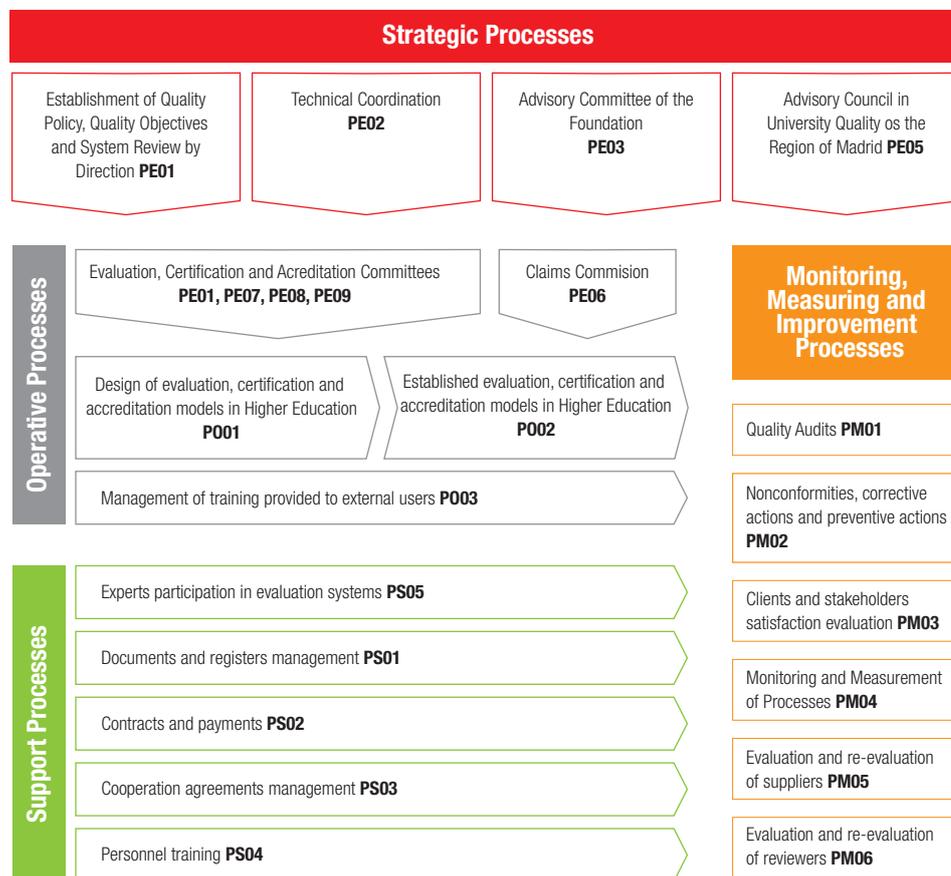


Figure 4. Map of Processes of madri+d

The analysis and improvement of the IQAS is based on a PDCA cycle (Plan, Do, Check, Act), where the planning of activities carried out annually in the System Review by Direction is implemented through the application of the different operative processes and their monitoring through:

- Activity indicators.
- Meta-evaluations of the evaluation processes, with surveys to all relevant stakeholders.
- Surveys to participants in Foundation activities.
- Annual internal audits of the IQAS.
- Annual external certification audits by the certification body of the IQAS.

All this information is evaluated and used for the improvement of the operative processes and in the planning and monitoring of activities by the Direction.

The main indicators to measure the performance of the IQAS are the identified non-conformities of the system. Figure 5 shows the numbers of audit deviations and total non-conformities. This does not mean that these are the only deviations that need of improvement. Other minor non-compliance, mistakes or problems and improvement opportunities are identified in the risk analysis updated every year, in the continuous supervision of the activities of the Foundation by the Direction and in the daily work, but are resolved in the natural operating of madri+d, applying the mechanisms established in operative procedures and protocols.

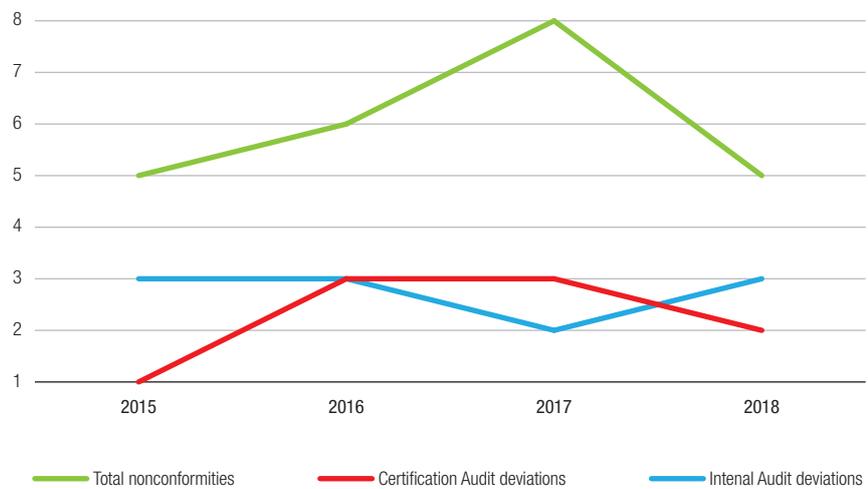


Figure 5. Quality system nonconformities

7.



Agency's
international
activities

self
assessment
report

2019 SAR

Since 2015, madri+d is member of ENQA and is registered in EQAR and has been actively participating in, and take advantage of, the activities proposed and coordinated by these organizations. Specifically, there has always been a representative of madri+d in all the Member Forums and in the General Assemblies of ENQA. In 2016, in the ENQA Forum held in Budapest, the Director of madri+d had an oral contribution presenting the structure and activities of the Foundation.

Within the association, the Foundation has collaborated in the different initiatives and projects of ENQA or EQAR that require information and criteria from the agencies, transferring as appropriate, the technical criteria and / or strategic position.

madri+d participated in the Working Group on Quality Assurance and e-learning, launched in 2016 in order to address the challenges associated with the alternative learning and teaching methods that information and communication technology creates. The contribution of madri+d was based on a previous internal study to establish specific criteria for the Verification of online official programmes.

In 2018 31 May and 1 June, madri+d hosted the 12th ENQA training of agency reviewers, <https://enqa.eu/index.php/events/enqa-agency-reviews-training-of-reviewers-2>. 31 reviewers, proposed by the main organisations related to Higher Education Quality Assurance from Europe, received specific training on the external evaluation of Quality Agencies procedure.

madri+d is also a partner in the Database of External Quality Assurance Reports (DEQAR) project, www.eqar.eu/qa-results/deqar-project, coordinated by EQAR and funded under Erasmus+ Key Action 3 – European Forward-Looking Cooperation Projects. The main aim of the DEQAR project is the development of a database that will enhance access to reports and decisions on higher education institutions/programmes externally reviewed against the ESG by an EQAR-registered agency. The role of madri+d in the project is to integrate its external evaluation reports in DEQAR and disseminate the outcomes of the project to its stakeholders. At the date of this report, madri+d had uploaded more than 900 reports to the database, www.eqar.eu/register/agencies/agency/?id=28. Brief information about the project has been presented to the Advisory Council, where all the Universities of Madrid are represented.

madri+d has cooperated with other international Quality Assurance Agencies that perform evaluation activities in the Region of Madrid:

- ANECA is the authorised institution by ENAEE to issue EUR-ACE quality label to Engineering Programmes, by EQANIE to issue EUR-INF quality label to Informatics and Chemistry Quality Eurlabel to Chemistry programmes. In its regular procedure to evaluate these quality labels, ANECA recognises and accepts the outcomes of madri+d Accreditation Renewal of official programmes of Madrid Universities in relation to the seven common criteria, and evaluate only the two criteria related to specific criteria of each label: learning outcomes and institutional support to the programme.
- MusiQuE, is a thematic accreditation agency dedicated to the continuous improvement of the quality of Higher Music Education. In 2018, MusiQuE evaluated the Real Conservatorio Superior de Musica de Madrid (RCSMM), and madri+d assisted in the secretariat of the review panel.

- ABET: madri+d participates as an observer in the accreditation of engineering programmes performed by this agency in the region of Madrid, as it has been explained in chapter 5.

madri+d has also been active in some dissemination activities located in national events with international scope: In 2017, the Foundation coordinated the following two courses within the **Summer School of the International University Menendez Pelayo** in Santander:

- Institutional Accreditation, a challenge for the Spanish university, (24-26 July 2017)
- La respuesta de las universidades a las necesidades de un mercado laboral en profunda transformación (31 August- 1 September 2017)

madri+d has participated with an oral presentation in the **XV Foro Internacional sobre la Evaluación de la Calidad de la Investigación y de la Educación Superior (FECIES)**, held in Santander, and organised by the universities of Granada and Cantabria (11 May 2018).

madri+d considers that there is still room for growing in the international activity of the Foundation. One of the Areas dealing with the promotion of R&D&I in Madrid is focused in promoting the participation of researchers and technological companies in European and other international projects. This area owns knowledge, expertise and relations in other countries that could help to develop the international dimension of madri+d.

Due to the strategical situation of Spain, in relation with North Africa, and the growing economic and cultural interchanges, specifically with Morocco, we have opened the possibility of cooperation with Moroccan universities in quality assurance matters. In 2017, madri+d initiated exploratory contacts with some European universities, Moroccan universities and other Spanish agencies aimed to coordinate an ERASMUS+ Key Action II project. Finally the project was postponed and currently the Foundation is working on the redefinition of this project supported with private funding.

The Foundation has made use of the relations created in Latin American countries, in the context of international technology transfer projects such as the Enterprise Europe network, EEN, to establish contact with the Organization of Ibero-American States (OEI). The Regional Government of Madrid and the OEI have signed a letter of agreement that set the basis for further cooperation in the fields of science promotion, technology transfer and education enhancement. A draft memorandum of understanding between OEI and madri+d has been drawn up. This memorandum of understanding sets cooperation lines to develop joint training actions of reviewers, exchange of experts that can participate in quality assurance processes and advisory activities to improve the quality assurance framework in Latin America.

8.



Compliance with european standards and guidelines (part 3)

**self
assessment
report**

2019 SAR

1. ESG Standard 3.1 Activities, policy and processes for quality assurance

Standard: Agencies should undertake external quality assurance activities as defined in Part 2 of the ESG on a regular basis. They should have clear and explicit goals and objectives that are part of their publicly available mission statement. These should translate into the daily work of the agency. Agencies should ensure the involvement of stakeholders in their governance and work.

The Fundación para el Conocimiento madri+d is a non-profit organization established in 2002 in the **Decree 63/2002 of the Regional Government of Madrid**. Towards the end of 2013, the Agency for Quality, Accreditation and Prospective of the Universities of Madrid, ACAP, was absorbed into madri+d. Thus, the activities related to evaluation, certification and accreditation of institutions, programmes, and individuals of the Madrid Higher Education System were taken over by madri+d. The merger of the two institutions was reflected in the revision of the madri+d Articles of Association, and was endorsed by the publication of the **Decree 63/2014, of 29 May, which designates the Fundación para el Conocimiento madri+d as the official assessment body for the Madrid Higher Education System**.

The purpose and activities needed to carry it out is set in the **Articles of Association**, Article 5.

1. *The purpose of the Foundation is to contribute to making the quality of higher education, science, technology and innovation a key element for competitiveness and well-being of citizens.*

2. *For the achievement of its goals, the Foundation may carry out the following activities:*

- *Contribute to the improvement in higher education through evaluation reports and other means leading to the accreditation and certification of quality in the university sphere, as well as the measurement of performance of public services in higher education in accordance with transparent processes and objective procedures, considering the Spanish, European and international context.*
- *Evaluate and accredit science and technology programmes and projects.*
- *Promote the protection and transfer of knowledge and technology from universities and research centres into the business fabric.*
- *Promote the creation, consolidation and growth of technology-based companies.*
- *Manage research and training programmes, and encourage the dissemination of science and innovation through the organization of information and dissemination activities, such as awards, scholarships, publications, conferences, seminars or others.*
- *Promote Madrid as a place of international excellence for higher education, science and technology.*
- *Perform other activities may be necessary to achieve the preceding goals.*

3. For the performance of the goals listed with respect to quality evaluation in the University area, the Foundation will:

- encourage transparency, comparisons, co-operation and competition among universities.
- drive improvement in teaching and research activities.
- make available to society the information needed to encourage the taking of decisions, excellence and mobility of students and lecturers.
- have available a public internal quality-assurance system that includes a mechanism to collate internal and external information about the activities carried out, and a procedure for evaluation and continuous improvement.
- undergo a regular process of external evaluation, at least once every five years, with the participation of international specialists.

As it is detailed in the Articles of Association, the Quality Assurance activity is considered in a singular form, as this activity is the only regulated activity of the Foundation, performed with operational independence from the other activities of the institution related to the promotion of the I+D+I in the Region of Madrid, which are briefly described in Chapter 3.

madri+d has developed its strategic plan with the aim of implementing its Mission. The purpose of madri+d is translated into the daily work of the agency through a waterfall system: First, the strategic plan is articulated into five strategic programs. Secondly, each strategic program team has defined key initiatives to be implemented. Thirdly, each initiative counts on a control and follow-up card which include: initiative leader and task force, tasks, timetable and resources employed, among other aspects.

Although this is a top down approach, it also takes into account a bottom up point of view, since employees, department heads and teams have participated on the definition of the strategic plan of madri+d. This waterfall system has incorporated an agile methodology to implement each initiative, in a way that every team makes madri+d mission statement real on a daily basis.

In order to comply with its commitment with public service to society, the main stakeholders of madri+d are involved in the different decision, advisory and evaluation bodies of the Foundation:

- The Board of Trustees, the highest decision body of madri+d is composed of representatives of the public administration, the universities, research institutions, employers associations, students' representatives and trade unions representatives.
- The Advisory Council is a body composed of representatives of the public administration, the universities and the social councils of the universities, and the new and updated evaluation procedures are discussed in this body prior to their implementation (See Chapter 4.2).
- The Advisory Committee is a body composed of highly renowned prestige experts in their field of knowledge, that provides advice to the Direction of madri+d in order to be aligned with the international standards of operating (See Chapter 4.2).
- Evaluation Panels and Evaluation, Certification and Accreditation Commissions are composed of professionals, faculty members and students and guarantee independent expert results.
- Experts, representatives of the main stakeholders of each procedure, participate in the working groups that set up new and updated evaluation procedures.

2. ESG Standard 3.2 Official status

Standard: Agencies should have an established legal basis and should be formally recognised as quality assurance agencies by competent public authorities.

Fundación para el Conocimiento madri+d is a non-profit organization established on 25 April 2002, by **Decree 63/2002**, under the initiative of the Regional Government of Madrid. As explained above, the current situation of madri+d is the result of the merger of a previous evaluation body, ACAP, and the Foundation, in 2013.

On 29 May of 2014 the Regional Government published the **Decree 63/2014, of 29 May, which designates the Fundación para el Conocimiento madri+d as the evaluation body in Higher Education in the Region of Madrid.**

The Spanish regulations regarding quality assurance and accreditation of official programmes and institutions, require that quality agencies must undergo a periodical external review process and also be registered in EQAR, in order to perform some of the required procedures. madri+d underwent an external evaluation, coordinated by ENQA, in 2014, and received a positive evaluation by EQAR. **On 8 June 2014**, the inclusion of madri+d in EQAR was approved.

Since then madri+d is the officially competent body in the region of Madrid regarding to the Quality Assurance of Higher Education, and executes the needed evaluation and accreditation procedures of official programmes and institutions at request, according to the nature of each specific procedure, of the regional administration of Madrid, the national administration and the universities.

3. ESG Standard 3.3 Independence

Standard: Agencies should be independent and act autonomously. They should have full responsibility for their operations and the outcomes of those operations without third party influence.

Fundación para el Conocimiento madri+d is a **non-profit organization established in 2002** on the initiative of the Regional Government of Madrid.

The **Articles of Association** of madri+d establish that it is an institution with its own legal personality and enjoys the full legal of capacity to act.

The Board of Trustees is the highest governing representative and administrative body of the Foundation, and its composition and functions were described in chapter 4.1.2. Representatives of the main stakeholders of all the areas of madri+d participate in the Board of Trustees.

As a result of the evaluation carried out by the ENQA, the Articles of Association of the Foundation were updated in November 2015 and the appointment procedure changed to formally guarantee the independence from the Regional Government.

In 2018, the composition of the Board of Trustees was modified to fulfill the requisites of national legal regulations that demand that institutions with a major public funding from public administrations must have a majority of members appointed by the public administration in their governing bodies. Accordingly, the madri+d's Articles of Association were updated with minimum changes:

One new member of the regional government has been included, as now there are two different General Directorates for Universities and for Research and Innovation. The responsibility of the appointment of up to four representatives of the public universities has changed. Now they are appointed by the head of the office of the Councillor with competences in Education and Research, at proposal of the conference of Presidents of Publicly-Funded Universities in Madrid (CRUMA).

The highest responsible for the operations of madri+d is the Director. As it is set in the Articles of Association, the Director is attributed all of the necessary powers with respect to the technical part of evaluation and accreditation, and is able to act independently in this area. The mandate of the Director is of four years. There are no grounds for discretionary removal of the Director except for limited grounds relating to subsequent inability, subsequent incompatibility, a judicial sentence for criminal acts or a permanent disqualification, or due to a serious failure to carry out the duties of the position.

In order to establish measures that reinforce the organizational and operative independence, the modification of the Articles of Association in 2018 included a change in the procedure for the appointment of the Director of the Foundation. Previously, the Director was designated directly by the Board. The new procedure foresees a merit selection process, carried out by an external and independent committee, and the designation of the Director for a term of four years, subject to renewal. This selection procedure was opened on **23 October 2018**, and finished on 19 December 2018 with the appointment of the current Director of madri+d. The selection committee is composed of:

- Miguel Ángel Sastre Castillo. At the request of ANECA.
- Rafael Álvarez Sanz. At the request of the Consejo Interuniversitario de Estudiantes (Inter-University Student Council).
- Rafael Puyol Antolín. At the request of Private Universities.
- Josep Joan Moreso. At the request of CRUMA.
- Daniel Peña Sánchez de Rivera. At the request of CRUMA.
- Francisco Javier del Río Esteban. At the request of CC.OO.
- Juan Mulet. At the request of the Science and Technology Council.
- Alejandro Arranz. Managing Director of Research and Innovation. Education and Research Council.
- José Manuel Torralba. Managing Director of Universidades y Enseñanzas Artísticas. Education and Research Council.

Operations of madri+d are conducted by the staff of madri+d, led by the Director who is responsible of directing, encouraging and overseeing all of the activities of the Foundation.

The activities and work of the staff and collaborators of madri+d is performed in communication and co-operation but with autonomy from any stakeholder: public administration, universities, faculty, employers.

madri+d has set a **Quality Policy**, which determines the values that must drive its operations: commitment with the public service, orientation to the university community and society, independence to fulfill its goals, and independence of the experts and reviewers who participate in its activities, objectivity, impartiality, transparency, cooperation with all the stakeholders in the university system, implication of the professionals of the Foundation, institutional responsibility assumption on the commitments made, and continuous improvement. This Quality Policy is published and communicated to the staff of the Foundation and evaluators.

The principles are transmitted to the reviewers in the training, in order to guarantee that they understand and meet these values and apply them in their activity as evaluators. As it is detailed in Chapter 9.4, the evaluators appointment is carried out according to knowledge, experience and personal competence criteria. None of madri+d stakeholders participate in the selection of experts or influence this selection.

madri+d has also established a **Code of Ethics**, based on the standards for high public office. This public Code must be known and respected by the staff and external collaborators. When experts are appointed to participate in any panel or commission, after receiving appropriate training and briefing, they must sign the acceptance of the position and the commitment to behave according to this Code of Ethics.

Regarding to the independence of the outcomes of the evaluations, as set in the Articles of Association that “the results of the evaluations by the evaluation committees cannot be amended by any other body of the Foundation”, and the evaluators have been instructed in order to operate with total freedom.

The final reports and decisions are taken by different evaluation, accreditation and certification committees, which are composed of representatives of the different stakeholders. The Director of madri+d participates in these committees signing and endorsing the decision taken by the experts. The last revision of the quality procedures that regulate these committees stressed the independence of the experts, with the explicit mention that the decisions are taken on a collegiate basis.

4. ESG Standard 3.4 Thematic analysis

Standard: Agencies should regularly publish reports that describe and analyse the general findings of their external quality assurance activities.

madri+d, in its functions of Quality Assurance Agency of the Region of Madrid, is a key factor in the improvement of the teaching and the performance of the Higher Education institutions of the Region of Madrid. From its position of officially designated body for the evaluation of the Higher Education system, and according to its purpose to contribute to making the quality of higher education a key element for competitiveness and well-being of citizens, madri+d has the objective of using the information obtained to elaborate studies and analyses that helps to enhance the Madrid Higher Education System.

In 2016 and 2017, madri+d implemented a study, **VALPRATUM**, based on the outcomes of the first three years of implementation of the Accreditation Renewal process by the Foundation. The Accreditation Renewal is the most relevant process, as it is applied to implemented degrees, and the evaluation covers all the typical stages: SAR, documentation analysis, site visit, evaluation report and follow up. 560 Accreditation Renewal reports were included in the analysis in VALPRATUM. The aims of this study are to summarise the main outcomes obtained, analyse the tendencies and identify strengths, weak points and best identified practices. The study is structured according to the following topics:

- Analysis of the evaluation outcomes in Bachelor Degrees.
- Analysis of the evaluation outcomes in Master Degrees.
- Comparison of the outcomes between Bachelor and Master Degrees.
- Identification and analysis of the best programmes.
- Comparison of the best programmes with the total.
- Qualitative analysis of the recommendations made.
- Qualitative analysis of the best practices identified.
- Conclusions and recommendations for improvement.

Following this first thematic analysis report, madri+d planned to implement a thematic analysis of the Accreditation Renewal report after evaluations initiated in the year 2018 are completed. It is foreseen by that time the first cycle of the Accreditation Renewal is completed for the majority of the official programmes taught in Madrid.

In 2017, motivated by the increased relevance given to the thematic analysis in the European Quality Assurance bodies, given the complexity of the topic, and since all the agencies in Spain share common evaluation criteria and very similar evaluation protocols, a specific working group on thematic analysis was established within REACU, the network of Spanish agencies. The objective of this working group is to coordinate efforts, using a common methodology and provide analysis, not only for each region, but for the global Spanish education system. In 2018, the working group considered that the best strategy to obtain comprehensive conclusions from the large amount of information obtained by all the agencies involved would be doing differentiated analysis for the each evaluation criteria. In the first stage, to be initiated in year 2019, the study of the outcomes on the internal quality assurance system and on the academic staff is foreseen.

Every year, madri+d collaborates with ANECA and the rest of Spanish quality agencies in the elaboration of the **ICU report**, *Informe sobre el Estado de la Calidad de las Universidades Españolas*. This report summarises the activity carried out by Spanish Quality Agencies and reflects on topics of relevance to foster the enhancement of the higher education training.

madri+d also elaborates every year its **Annual Activity Report**. This is document gathers the data of all the areas of the Foundation. Regarding to the Higher Education Quality Assurance Area, a brief general summary of the implementation of the evaluation procedures, detailing the main figures of each activity, is included.

Beyond the thematic analysis from its own evaluation activity, madri+d has opted to implement studies and projects that provide relevant information to the stakeholders in topics significantly demanded. One of these projects is a study on the demanded competences of the universities degrees. Most Spanish universities demand reliable information on the employability of their alumni, as a needed input to improve their teaching programmes. The project funded by madri+d, and implemented by a research group of Universidad Carlos III de Madrid, analyses the most demanded competences of the Higher Education programmes using not surveys but real data from online offers on main job portals, using technics of Data Scrapping, Semantic Analysis, Big Data management and Artificial Intelligence analysis. This project has passed a proof of concept phase, where its feasibility has been checked.

madri+d has commanded a report called "Study on the scientific activity of the Public University System of Madrid". This document shows objective information on the scientific activity of the universities of Madrid, in order to know, identify and analyse the potential of the University System of Madrid versus the global Spanish University System.

madri+d acknowledges a better use of the data generated in the evaluation processes is needed. In 2018, one of the positions of Head of Area, was entitled and assigned responsibilities on the coordination of this data analysis. Moreover, the strategic plan and the associated plan of action highlight the need to provide more and better information to the society, and also to the Higher Education main stakeholders.

5. ESG Standard 3.5 Resources

Standard: Agencies should have adequate and appropriate resources, both human and financial, to carry out their work.

5.1. Material and economic resources

5.1.1. Funding

madri+d is mainly funded with public resources as its activities are considered public services to society. As stated in chapter 4 of this report, the institution was established by the Regional Government of Madrid, the most represented administration in the Board of Trustees, and the Regional Government that designated madri+d as the official evaluation body in the Region of Madrid.

madri+d has an annual assignment for the overall financing of its activities, included in the General Budget of the Government of the Region of Madrid. This assignment is linked with the annual action plan of the Foundation, and the resources needed to implement it. This is particularly relevant to the Higher Education Quality Assurance Area, as this assignment provides enough funding to guarantee the payment of all the expenses related to the evaluation activity, and is adjusted every year to the expected workload. In case of unexpected expenses, the Foundation has flexibility to reassign funds, in order to guarantee that all the evaluation process are operated appropriately.

Another funding source for madri+d comes from the participation in international cooperative programmes, mainly from in the European Framework Programmes for Research and Technological Development. While this source of funding is relevant for the areas related to the R&D&I promotion, it has almost no impact in the Higher Education Quality Assurance Area as, up to date, this area only participates in one project, DEQAR, with a grant of 14.716€ which are employed in the activities included in the project.

Other sources of funding are the fees charged for some services provided by madri+d, mainly training actions, or the sponsorship of some activities and events. Once again this source is not relevant at all for the Higher Education Quality Assurance Area, as the evaluation, certification and accreditation activities of official programmes and institutions are free of charge for the universities, as well as the dissemination actions related to these procedure, and, up to date, none of the events arranged in this area has had any sponsorship. The only activity that receives funding in the Higher Education Quality Assurance Area, is the evaluation of faculty of the universities. This activity is done upon their request of the universities, which use these assessments in their internal processes of evaluation and promotion of the faculty. The evaluations are carried out according to the criteria and needs of the university, and madri+d charges only the amount needed to cover the cost of the evaluations.

Table 11 shows the evolution of madri+d budget and the share set for the Higher Education Quality Assurance Area. As explained before, all these activities are funded by the annual assignment from the Regional Government.

Year	Total Budget	Higher Education Quality Assurance Area Budget (excl. personnel)	Higher Education Quality Assurance Area Personnel Budget
2015	2.789.664 €	890.000 €	230.788 €
2016	2.799.664 €	1.063.090 €	240.250 €
2017	2.789.664 €	1.763.560 €	318.545 €
2018	3.013.178 €	1.369.360 €	315.086 €
2019	3.238.178 €	1.046.911 €	341.154 €

Table 11. madri+d budget evolution.

The breakdown of the budget for the different activity areas related to quality assurance in 2019 is shown in the next table.

Activity	Budget
Accreditation Renewa	568.739€
Verification and Modification	153.294€
Institutional Evaluation (2019 + 2018 budget)	178.000€
Monitoring	144.740€
International participation	60.139€
Support services	100.000€
Internal Quality	15.000€

Table 12. madri+d 2019 budget breakdown

5.1.2. Facilities

At the date of drafting this report, madri+d headquarters are located in a building that belongs to the Regional Ministry of Culture, Sports and Youth of Madrid, located in the Centre of the city in Paseo de Recoletos 14. The central location provides good public transport connections with the main train stations and airport.

The office space is split into three floors of the building, and provides working spaces as well as several different size meeting rooms. Direction is located on the 8th floor, the Areas related to R&D&I promotion and scientific culture are located on the 7th floor and Quality Assurance in Higher Education Area and the Manager of madri+d are located on the 6th floor.

In the coming months it is foreseen that madri+d moves to a different office, rented with the own budget of the Foundation, independent of the regional administration. These offices will occupy more than 1,000 m², on one same floor, and spaces will be designed to specifically fit the need of working spaces, meeting and training rooms of madri+d.

5.1.3. Technical resources

madri+d has adequate technological resources for the development of its activities. In relation to Information Technology, IT, provisions, madri+d has its own servers for intranet, cloud services and web services and has subscribed an IT maintenance service contract with a specialised company for PCs, laptops, servers and communication systems, and another contract with a company specialised in webpages design and maintenance.

Currently, the main applications used by the Higher Education Quality Assurance Area are:

- ABSIS Document Registry app.
- VERIFICA. This an application owned by ANECA that is operated by all the Spanish Agencies in the Verification and Modification process.
- SICAM. This is a specific application that is used to implement the Accreditation Renewal, Monitoring and SISCAL madri+d. This application is in continuous development to add new features needed to implement new evaluation procedures or improve the existing ones.

madri+d owns www.madrimasd.org, a webpage that has historically been an internationally known spot for information regarding Science, Technology, Innovation and Scientific culture in Spanish, and now also regarding the Quality Assurance in the Region of Madrid.

The web page has a specific section named *Notiweb*, www.madrimasd.org/notiweb, which publishes ten articles related to Science, Technology and Education on a daily basis and has over 64,000 subscribers. These news are sent in a daily newsletter for free to all subscribers, many of whom are from Latin America. The Higher Education Quality Assurance Area uses this newsletter, as well as social media and other tools coordinated by the Communication Area to disseminate the events, results and news to this wide audience.

Regarding the web page, the Foundation acknowledges that there exists room for improvement. www.madrimasd.org shows information from all the projects and activities of the Foundation, and the different nature of all of them makes difficult to establish a standard look and feel that fits the needs of all Areas. In particular, we think that the structure of the section www.madrimasd.org/universidades and the information about the activity of the Higher Education Quality Assurance Area are not easy to access and, in addition, is complex to understand by a general audience. There has been a change in the company contracted to maintain the webpage, and we expect to implement improvements in accessibility, usability and quality of the information provided. Another aspect to improve is the English version of the web page, www.madrimasd.org/en/universities. As the main audience of the evaluation and accreditation activity speaks Spanish, not all the information is shown in the English version. Moreover, some issues regarding the updating of the information of the English website have been identified.

5.2. Human Resources

madri+d has full legal capacity to define the professional profiles and responsibilities required for each of the positions to be filled, and may arrange selection processes for the provision of vacancies, under the principles of merit, equality, capacity, and publicity. However, as an institution whose economical resources come mainly from the Regional administration, madri+d is subject to the restrictions in the increase of public positions that apply to the public bodies.

The human resources that participate in the quality assurance processes are organised in:

- Internal Staff
- External Reviewers
- External Support

5.2.1. Internal Staff

madri+d staff is composed of 25 highly qualified professionals, whose knowledge and skills fit the needs of each position of the institution. The organization chart is featured in Chapter 4 of this report.

The current staff with responsibilities in the Higher Education Quality Assurance Area is composed of three Heads of Unit, one Technical and three administrative positions, in addition to the Director, the Manager, the General Coordinator of the Foundation, and the common services of Internal Quality and Communication.

In the last five years, the activities related to the Quality Assurance of Higher Education have grown, as a natural consequence of the cycle of the external evaluation of official programmes of the universities, and the changes in the legal framework to introduce the Institutional Accreditation. Therefore, the number of evaluations, review teams, commissions and reports has increased, as it can be observed in the figures of each processes shown in chapter 5 of this report.

As a consequence of the increase of the activity, the staff of madri+d has been accordingly increased in the following positions:

- In 2014 a technical in Quality Assurance was hired on a temporary contract.
- In 2016 a new permanent position of Head of Unit was created.
- In 2017 three positions of administrative support were created.
- In 2018 the temporary position of the technical in Quality Assurance has been changed into a permanent position.

5.2.2. External Reviewers

Evaluation procedures are applied by qualified external reviewers that are qualified academics, expert professionals and students, with experience and training in Quality Assurance in Higher Education.

There are two kind of bodies that participate in the different evaluation procedures:

- Review Panels which carry out evaluation procedures that comprise site-visits.
- Evaluation, Accreditation and Certification Commissions, specific for each evaluation procedure, that perform desk revision of reports from the review panels and/or documents and evidences from the universities, and issue the final evaluation reports.

To coordinate each Review Panel and Commission, madri+d assigns a secretary, which can be a member of the staff or an external expert which has been appropriately trained for this activity.

The number of qualified external secretaries of madri+d is 41.

The number of experts involved in the evaluation activities of madri+d up to date is over 600.

5.2.3. Technical Support

In order to reinforce the complementary activities in the Higher Education Quality Assurance Area, madri+d set a policy or hiring part time experts from the faculty of Madrid universities. These experts provide specific knowledge in different fields and processes.

Currently, madri+d counts on five experts that provide support in the following areas:

- Two experts provide secretary support to the Verification and Modification Commission.
- One expert provides secretary support to the Evaluation and Accreditation Committee and Assessment of the programmes' development.
- One expert provides secretary support to the Evaluation and Accreditation Committee and the Monitoring Commission.
- One expert provides support to the management of the external evaluation of madri+d.

6. ESG Standard 3.6 Internal quality assurance and professional conduct

Standard: Agencies should have in place processes for internal quality assurance related to defining, assuring and enhancing the quality and integrity of their activities.

As it has been explained in chapter 6 of this report, madri+d coordinates the internal quality assurance and continuous improvement activity within its certified **Internal Quality Assurance System**. This system has been designed to meet the requirements of both ISO 9001 standards, and ESG, and despite general procedures are applied to the entire institution, the scope of the certification includes the quality assurance in higher education and also to the training programmes offered to external users.

This quality system follows to the PDCA cycle (Plan-Do-Check-Act), in order to implement internal quality measurement and continuous improvement.

The main stages of this cycle, and related quality procedures, are the following:

- **Establishing the annual Action Plan of the Foundation, and its deployment into specific actions and or projects.**

This activity is described in Quality Procedure PE01 Establishment of Quality Policy, Quality Objectives and System Review by Direction. Every year there is a System Review meeting of the Directive Team (Director, Manager, Coordinator and Head of Areas), where all the projects and procedures are documented in adequate registries with detailed schedule, description of resources involved, tasks, means of measurement and related indicators. Despite maintaining Directive Team coordination meetings frequently, to deal with short term issues, at least two System Review meetings are held over the year in order to guarantee appropriate follow up of actions and projects and the decisions made.

The information obtained from indicators of the projects and other sources of information, such as internal and external audits, re-evaluation of reviewers, metaevaluations, satisfaction surveys, etc. are taken into account in order to make improvement decisions based on objective data, closing the PDCA cycle.

- **Implementing projects and procedures.**

The implementation of the projects and procedures is conducted according to the plans established in the System Review by Direction process. The IQAS has defined operative procedures PO01 Design of evaluation, certification and accreditation models in Higher Education and PO02 Established evaluation, certification and accreditation models in Higher Education, which fix the criteria for definition of evaluation procedures and the regular operation of the evaluation processes.

- **Monitoring and measurement are implemented with a variety of different tools.**

Quality Audits, and external evaluations, are a crucial part of the monitoring of the system. Internal and external (certification) quality audits to check compliance of ISO 9001 standard are carried out

on a yearly basis. External Evaluation to check compliance with ESG has similar consideration to an external audit, as both evaluations and reports bring light to deviations from the common accepted working standards and improvement opportunities.

PM03 Clients and stakeholders satisfaction evaluation procedure establish general criteria to obtain feedback from people directly affected by the activities of madri+d. The used means to obtain this feedback used in the Higher Education Quality Assurance Area are:

- Satisfaction surveys of the people attending workshops, training actions and events arranged by madri+d. Surveys consist of a common set of questions for general aspects plus specific questions related to the event.

This survey activity has been singularly intensive since 2017. madri+d keeps track of a series of surveys from:

- A. different evaluation Commissions
- B. training of experts
- C. information and dissemination meetings held with Quality Units of the Universities
- D. Advisory Council meetings.

- Metaevaluations. After the end of a cycle of procedures with a significant amount of evaluations, a metaevaluation is carried out. This metaevaluation take place usually on yearly basis and consists of different specific surveys made to all stakeholders directly affected by the procedures: reviewers from panels and commissions, technical quality units of the universities, programme coordinators at universities. The outcomes are used to identify areas of improvement for the evaluation protocols and operation of the evaluation activities.

- Evaluation and re-evaluation of reviewers. Experts are the key element of the evaluation procedures and, as explained above, madri+d provides appropriate training to all of them, in order to ensure appropriate knowledge of protocols, evaluation criteria and methodology, and also of professional and ethical behaviour.

After completing the evaluation cycle on each procedure, usually every year, a re-evaluation of the reviewers is done. For this activity secretaries, presidents of review panels, members of commissions, presidents of commissions and representatives of the universities are asked to rate the performance of the reviewers in terms of:

- Compliance with the deadlines.
- Correct application of the evaluation criteria.
- Attitude during the assessment.

These evaluations generate a record for each reviewer. In those cases where the evaluation indicate their objectives are not met, madri+d will not count on them for subsequent processes.

As explained in chapter 8.3, a key element of the quality assurance guarantee and the institutional accountability of madri+d is the definition, dissemination and implementation of its **Quality Policy** and

the establishment of a **Code of Ethics**, mandatory for all the staff of the Foundation, and all the reviewers who participate in its evaluation activities. The implementation of these tools:

- Ensures that all persons involved in its activities are competent and act professionally and ethically. All agents involved in the quality assurance activities have access and are briefed about the content of these documents, and stick to the values and principles that must drive their work. External reviewers when accepting their appointment, must sign a declaration by which they adhere to the Code of Ethics. Conflict of interest must be communicated in advance, in order to guarantee impartiality of the evaluations, and universities have the option to recuse the members of the evaluation bodies, if they consider any kind of conflict of interest could arise.
- Includes internal and external feedback mechanisms that lead to a continuous improvement within the agency. These mechanisms are briefly described above, in this chapter.
- Guards against intolerance of any kind or discrimination. madri+d applies the principle of equal opportunities and non-discrimination in the selection process for its staff, and in the appointment of the members of evaluation bodies. A key aspect is the introduction of gender balance criteria in the design of review panels and commissions, which is a matter of social concern, in particular in fields which traditionally have had less presence of women. For instance, gender equality/parity criteria are applied in the composition of the evaluation committees (see chapter 9.4).
- Outlines the appropriate communication with the relevant authorities of those jurisdictions where they operate. madri+d holds regular communication with Higher Education Institutions and the Regional Government, whose representatives are present both in the Board of Trustees, and in the Advisory Council.
- Ensures that any activities carried out and material produced by subcontractors are in line with the ESG, if some or all of the elements in its quality assurance activities are subcontracted to other parties. madri+d does not subcontract any task related to the quality assurance of higher education, only the support services related to the information technologies systems design and maintenance are subcontracted.
- Sets the basis for the recognition of the institutions with which it conducts external quality assurance, as madri+d is appreciated as a solid and accountable institution, beyond its official status (see chapter 8.3).

7. ESG Standard 3.7 Cyclical external review of agencies

Standard: Agencies should undergo an external review at least once every five years in order to demonstrate their compliance with the ESG.

Agencies undergo **external quality assurance processes** on a cyclical basis in order to incorporate suggestions and recommendations provided in each external review in the different stages of the evaluation processes. Regarding evaluations within the European framework, an external review against the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) is a prerequisite when agencies intend to become a member of ENQA, the European Association for Quality Assurance in Higher Education and for (continued) EQAR registration. The compliance to the ESG should be demonstrated at least once every five years. madri+d complies with the periodicity of these external reviews.

In 2014, madri+d applied for the first time for ENQA full membership. The Foundation was admitted as a full member of ENQA in March 2015 (ENQA Steering Committee meeting held on March 6, 2015). madri+d received a positive evaluation and was accepted as full member of ENQA for the following five years (www.enqa.eu/index.php/enqa-agencies/members/full-members). It was also registered in EQAR on June 11, 2015 (www.eqar.eu/register/agencies).

The ENQA evaluation report informed on the degree of compliance with each of the requirements established by ENQA, and provided different recommendations related to each ESG. In 2017, the Foundation submitted a follow-up report on the actions undertaken in order to address the improvements identified in the evaluation report. This follow-up report was analyzed by the ENQA Steering Committee in May 2018 in Oslo, where the Foundation's progress and expressed their satisfaction with the improvements achieved in the last two years were acknowledged.

In addition, madri+d, as part of their own internal quality assurance system and to keep the certification ISO 9001, has established annual internal audits regarding the activities of QA in higher education. madri+d must also pass the audits carried out by EQA (European Quality Assurance) the corresponding accredited certifying body, EQA.

In 2019, madri+d applies ENQA for a new external review against the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) to renew its membership and to acknowledge the progress from the previous review.

9.



Compliance with
european standards
and guidelines (part 2)

**self
assessment
report**

2019 SAR

1. ESG Standard 2.1 Consideration of internal quality assurance

Standard: External quality assurance should address the effectiveness of the internal quality assurance processes described in Part 1 of the ESG.

External quality assurance recognises and supports the internal quality assurance processes carried out in each institution. madri+d supports the link between external and internal quality assurance by including all the standards from Part 1 of the ESG in the processes. As it can be observed in table 13, the agency addresses all the ESG criteria, both in the evaluation of programmes and in the institutional evaluation; only DOCENTIA (evaluation of the teaching staff) and the Development of study plans do not include all the ESG because of their specific nature.

Regarding the ESG related to quality assurance, for the ESG 1.1., *policy for quality assurance*, madri+d ensures compliance of this ESG supervising regularly the QA measures of the programmes and the development of the quality culture in the institutions. Likewise, the agency makes sure the programmes undergo external quality assurance on a cyclical basis (every 4 or 6 years) -ESG 1.10-.

As for the ESG requisites related to the programmes, such as ESG 1.2., *design and approval of programmes*, the agency evaluates if the programmes meet the criteria established by law when a university designs a new programme (study plans, resources, teaching staff, etc.). In addition, madri+d evaluates their implementation and examines their updating, addressing ESG 1.9. *periodic evaluations of their programmes*.

Regarding the compliance with the ESG related to students (ESG 1.3 *student-centred learning*, ESG 1.4, *student admission, progression, recognition and certification* and ESG 1.6. *Learning resources and student support*), the agency supervises all the stages of the students' learning process; among the features analysed in the evaluation processes, it is worth highlighting the admission process, the learning resources, the possibility to make complaints, the learning resources available, the evaluation processes and the learning outcomes, among others.

In relation to the *teaching staff* (ESG 1.5), madri+d supervises the competences of the teachers, their recruitment and the training provided by the universities and higher institutions for the teachers' professional development.

Finally, in relation to the information generated by the universities, on the one hand, madri+d supervises it is analysed and managed correctly in order to provide insights for future improvement (ESG 1.7. *information management*). On the other hand, the agency ensures that the information is published, updated and can be accessed easily by stakeholders (ESG 1.8 *public information*).

		Programmes			Institutions			
		Verification and modification	Monitoring	Accreditation Renewal	SISCAL madri+d	DOCENTIA	Assessment of the programmes' development plan	Institutional Accreditation
ESG	1.1	9	6	9	1	5	NA	Through SISCAL and Accreditation Renewal
	1.2	2,5,&8	1	2, 5&8	2	NA	1	
	1.3	5&8	1,7	5&8	3	NA	NA	
	1.4	4	2	4	3	NA	1	
	1.5	6	3	6	4	1,3,5	2	
	1.6	7	4&5	7	5	NA	3	
	1.7	8&9	6&7	8&9	6	2	3&4	
	1.8	4	TRANS	4	7	4	1	
	1.9	8&9	6&7	8&9	3&8	5	NA	
	1.10	1*	2*	1*	3*	4	5*	

1* Initially verified programmes are subject to cyclical external quality assurance in the subsequent Accreditation Renewal processes, every 4 years for master programmes and every 6 years for bachelor and doctorate programmes.

2* Monitoring process takes place one year after verification or accreditation renewal in case of special recommendations follow up, and every 2 years (master) or 3 (bachelor) after verification or accreditation renewal.

3* A follow up on the implementation of the IQAS is required every year after certification.

4* A follow up on the implementation of the IQAS is required every year after certification.

5* These evaluations only take place once.

6* Renewal of Institutional Accreditation takes place every 5 years, according to RD 420/2015. This protocol has yet to be defined by the National Education Ministry.

Table 13. ESG correspondence with madri+d quality assurance processes

As explained in chapter 5, DOCENTIA consists of the assessment and certification of internal evaluation of teaching systems. Therefore standards 1.2, 1.3, 1.4 and 1.6 are not addressed directly in this process.

Assessment of the programmes' development plan procedure evaluates the capacity of a university or a university centre to provide higher education training. General criteria related to studies organization, human and material resources and guaranty of activity are evaluated. A deeper evaluation of the quality of the training is performed in other processes, such as verification, accreditation renewal or SISCAL madri+d - IQAS certification.

2. ESG Standard 2.2 Designing methodologies fit for purpose

Standard: External quality assurance should be defined and designed specifically to ensure its fitness to achieve the aims and objectives set for it, while taking into account relevant regulations. Stakeholders should be involved in its design and continuous improvement.

Fundación para el Conocimiento madri+d carries out all the evaluation processes taking into consideration the corresponding legal provisions for each process and the ESG. Procedures are designed in order to fit the common pattern of external quality assurance (self-assessment report, external assessment by evaluators including a site visit, a report written by evaluators and a follow-up), but also to fit the specific requirements of each process.

Working groups are created for the design of all processes, except for those cases where there is an almost direct transposition (Assessment of the programmes' development plan, Institutional Accreditation). These working groups are composed by all stakeholders representatives (universities, students and external experts on each area).

All the procedures are presented to the Advisory Council before being approved and implemented. madri+d regularly informs the Quality Units from the universities of the changes and updates of the procedures.

In the last years, working groups have been created according to these criteria to elaborate or update the protocols of the following processes:

- 2017/18 SISCAL madri+d
- 2017 Accreditation Renewal of Bachelor and Master Programmes
- 2018 Monitoring
- 2018 Accreditation Renewal of Doctorates
- 2018/19 Verification and Modification

Information on the protocols can be found here:

<http://www.madrimasd.org/universidades/guias-protocolos>

In all cases, the Agency, following its own internal quality procedures, revises the procedures taking into consideration the stakeholders' feedback, and these procedures are then validated and their compliance of requirements checked.

After each of the processes cycle has taken place, surveys are carried out in order to know the stakeholders' perspective of the processes. At the same time, madri+d keeps regular contact with the quality units, vicerrectors of QA, and students. Apart from being informed on the development of the processes, all exchanges are aimed at the continuous improvement of all processes.

Guides and protocols are under continuous supervision, and are updated when major changes are needed, or there is an accumulation of minor improvements. Even though there is not a fixed periodicity for the updating of the protocols, most of them have new editions every three to five years.

Universities value positively the efforts made by madri+d to update the procedures and reduce the bureaucracy, while maintaining the rigour of the evaluations. Universities, educative administration and madri+d consider that the procedures meet the legal and operational requirements, while they are adjusted to the specific needs of the Madrid Higher Education System. Despite these efforts, evaluation protocols have to meet some conditions required by the legal administrative procedure, which prevent potential improvements related to the quality and agility of the processes.

3. ESG Standard 2.3 Implementing processes

Standard: External quality assurance processes should be reliable, useful, pre-defined, implemented consistently and published. They include

- *a self-assessment or equivalent;*
 - *an external assessment normally including a site visit;*
 - *a report resulting from the external assessment;*
 - *a consistent follow-up.*
-

madri+d guarantees that the quality assurance processes are reliable, useful and implemented consistently. They are designed to meet the requirements of the Spanish legal framework and the requisites of the stakeholders, who are involved in the design process, see chapter 9.2 of this report. More details about evaluation goals, criteria and procedures can be found in chapter 5. These processes are implemented taking into account the ESG and the best evaluation practices used by European agencies, and agreed by the Spanish agencies within REACU.

The quality assurance processes carried out by madri+d are specified in the guidelines elaborated for each process, where all the procedures are described in detail (see <http://www.madrimasd.org/universidades/guias-protocolos>). The procedures are designed and updated by working groups who create the protocols which are later published and presented to the quality units and stakeholders.

As can be appreciated in Table 14, Accreditation Renewal, SISCAL and DOCENTIA include a SAR sent to a panel of evaluators and followed by a site visit, while the other processes include an analysis of the SAR in desk review. The evaluators issue a review report which includes the conclusions drawn after the site visit has taken place. The corresponding certification or accreditation Commission issues a provisional report. There is an allegation phase between the provisional report and the final report, where the University has the opportunity to appeal, and provide an improvement plan, for all weaknesses detected. Once the final report is issued, a follow up of the recommendations is performed, adjusted to the extent of the improvement plan proposed.

The development of study plans, which evaluates the project of new universities and university centres, and the institutional accreditation, which just checks that some factual requirements are fulfilled, include desk review by a commission, the issue of a provisional report, and an appeals phase. The final report is sent to the General Directorate of Universities.

All processes apart from the development of study plans and the institutional accreditation include a follow up where a panel analyses the compliance of those recommendation and suggestions indicated in the final report. Taking into account the recommendation made by ENQA, a revision of the Accreditation Renewal procedures has been made, and a requirement for a follow-up of all the reports with recommendations has been included, even for those with a positive decision. In 2018, the Monitoring procedure underwent a thorough review, and currently works as a process that supervises the progress of the implementation of all programmes, based on indicators and information provided by each university, and also as a follow up of the implementation of the improvements required for each programme in the processes of Verification and Accreditation Renewal.

Regarding DOCENTIA, its protocol comprises the follow up of evaluations and certifications, which is carried out annually. Likewise, SISCAL madri+d includes a follow up of the evaluations, which is carried out annually.

		SAR	Desk review	Panel Site visit	Comité Revision and report issue	Appeals	Report publication	Follow up
Evaluation of programmes	Verification	✓	✓		✓	✓	✓	✓
	Monitoring	✓	✓		✓	✓	✓	✓
	Accreditation Renewal	✓	✓	✓	✓	✓	✓	✓
Institutional Accreditation	SISCAL madri+d	✓	✓	✓	✓	✓	✓	✓
	DOCENTIA	✓	✓	✓	✓	✓	✓	✓
	Assessment of the programmes' development	✓	✓		✓	✓		
	Institutional Accreditation		✓		✓	✓		

Table 14. Key features of the evaluation of programmes and institutional evaluation

4. ESG Standard 2.4 Peer-review experts

Standard: External quality assurance should be carried out by groups of external experts that include (a) student member(s).

The Foundation's evaluation bodies that intervene in the quality assurance processes are comprised of experts in the different areas of knowledge and in evaluating quality in Higher Education. They are selected from the bank of evaluators that the Foundation has permanently open through its website **Bank of Evaluators** and appointed by the Director of the Foundation.

The experts will therefore register in the bank of evaluators with the corresponding profile, whether academic, professional, expert in quality assurance or student.

The different evaluation bodies are configured in accordance with the following evaluation selection criteria:

- Evaluators preferably do not belong to the Madrid University System (55% are from outside).
- Evaluators must belong to public and private institutions (17% from private).
- There must be gender-balanced representation (40% women).

The evaluator selection and appointment procedure is based on the principles of transparency and objectivity, is aimed at ensuring the adequacy of the persons selected to the functions to be discharged, in addition to the areas relative to those belonging to the degree programmes to be evaluated.

All the evaluators selected, regardless of their profile, must receive specific training in evaluation criteria and procedure. To this end, the Foundation organises training sessions for the different profiles and evaluation bodies. At these sessions, evaluators will also be informed about the Code of Ethics of the Foundation that includes the necessary mechanisms to guarantee the independence of the evaluators, avoid conflicts of interest in processes and ensure the confidentiality of the information with which they work. The non-observance of these instructions by the evaluator will lead to the revocation of their appointment. Evaluators are also responsible for informing the technicians of the Foundation, at the time of their appointment, of the existence of any circumstance that may imply a conflict of interest with the university to be evaluated.

Furthermore, universities may refuse any evaluator in the manner and time period envisaged in the evaluation process provided that they allege a justified cause. To this end, the Foundation undertakes to publish the composition of all the evaluation bodies involved in the evaluation process on its website.

In accordance with the procedure, the different Commissions and Committees can incorporate a reviewer with a professional profile when required by the peculiarities of the programme. Regarding the students, they participate in all review teams, Commissions and Committees. The procedure requires that students maintain this condition in order to provide the evaluation processes with their vision and experience as protagonists of the learning process.

Despite some scarce experiences, the participation of international experts is an area that needs further development. Contacts have been established with some ENQA agencies in order to cooperate in the exchange of experts in the near future.

madri+d is concerned about the importance of reviewers in all processes, and therefore works both on their appropriate selection and on their training. All evaluators selected from the pool of evaluators receive training on specific evaluation processes (criteria and procedures) and on the management of SICAM, the platform used to upload both evaluations and supporting documents. To that end, the Foundation organizes every year several training sessions for the different profiles and bodies. When the protocols for the different processes are modified, madri+d arranges specific training sessions (training and briefing) to ensure the updating of competences.

The following data and tables summarize the number of evaluators in each processes, their main features and the number of training sessions received at madri+d:

Verification

Total number of evaluators who have taken part in the processes: 57

Number of students: 7

Each field of the Evaluation and Verification Committee is composed of a student, a professional and at least 5 academic members; the figure of academic members can be increased depending on the workload of the field. One of the academics is the president and another one is the secretary.

	Men	Women
Gender balance	30	27

Table 15. Gender balance in Verification process

	Madrid	Other regions
Origin	38	19

Table 16. Reviewers by origin. Verification process

	Arts and Humanities	Science	Health	Social Sciences	Engineering
Areas	9	9	11	17	11

Table 17. Reviewers by field. Verification process

Monitoring

Total number of evaluators who have taken part in the processes: 139

Number of students: 25

Each field of the Monitoring Evaluation Committee is composed of at least 4 academic members -one of whom is the president and another one the secretary-, and a student.

	Men	Women
Gender balance	77	62

Table 18. Gender balance in Monitoring process

	Madrid	Other regions
Origin	105	34

Table 19. Reviewers by origin. Monitoring process

	Arts and Humanities	Science	Health	Social Sciences	Engineering
Areas	20	16	21	40	32

Table 20. Reviewers by field. Monitoring process

Accreditation Renewal

Total number of evaluators who have taken part in the processes: 453

Number of students: 145

Accreditation Renewal panels are composed of 2 academic members -one of whom is the president-, a student and a secretary.

The fields of the Evaluation and Accreditation Committee are composed of 3 academic members -one of whom is the president-, a student and a secretary.

	Men	Women
Gender balance	271	182

Table 21. Gender balance in Accreditation Renewal process

	Madrid	Other regions
Origin	181	272

Table 22. Reviewers by origin. Accreditation Renewal process

	Arts and Humanities	Science	Health	Social Sciences	Engineering
Areas	74	44	69	169	97

Table 23. Reviewers by field. Accreditation Renewal process.

DOCENTIA

Total number of evaluators who have taken part in the processes: 21

Number of students: 7

The DOCENTIA Commission is composed of 3 academic members -one of whom is the president-, a student and a secretary.

	Men	Women
Gender balance	12	9

Table 24. Gender balance in DOCENTIA process

	Madrid	Other regions
Origin	5	16

Table 25. Reviewers by origin. DOCENTIA process

SISCAL madri+d

Currently, the number of evaluators who participate in the process is 9

Number of students: 3

SISCAL madri+d evaluation panels are composed of 2 experts in quality assurance -one of whom is the president-, a student and a secretary.

The Certification Commission is composed of 2 academic members -one of whom is the president-, a student and a secretary.

	Men	Women
Gender balance	5	4

Table 26. Gender balance in SISCAL process

	Madrid	Other regions
Origin	2	7

Table 27. Reviewers by origin. SISCAL process

mabri+d organizes regular training sessions in order to provide experts with information and guidance on the different processes. The following table summarizes the training carried out for the renewal of the accreditation and the monitoring processes:

	Number of sessions	Number of trainees
Verification and Modification	3	73
Accreditation Renewal	13	483
Monitoring	4	139
SISCAL	1	9

Table 28. Number of training sessions since 2015

The training sessions are subject to quality control survey. The following graph shows the satisfaction measured in these actions (of different evaluation procedures) in 2018.

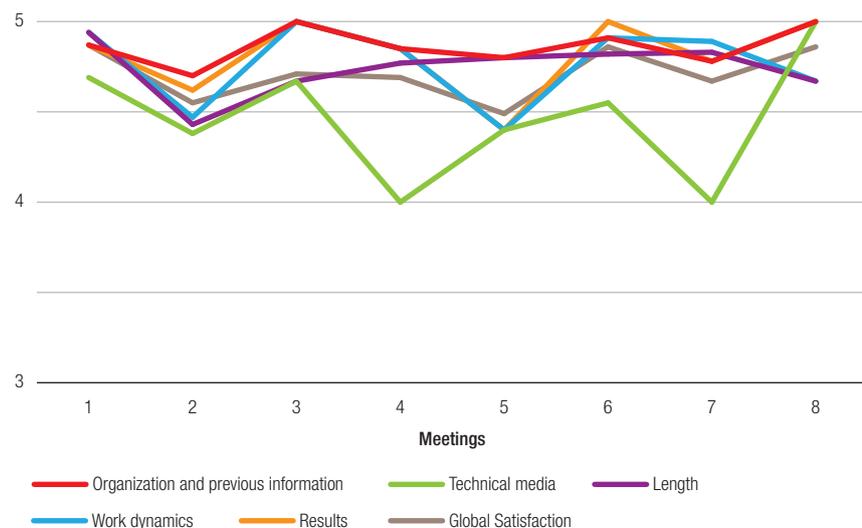


Figure 6. 2018 Satisfaction surveys of experts training (0-5 scale)

mabri+d publishes the evaluators who participate in the different evaluation bodies in its webpage, in the section related to each evaluation procedure. The agency ensures the fully independency of the reviewers, who are informed and must adhere to the Code of Ethics of the Foundations, as has been explained above (chapters 8.3 and 8.6). The non-compliance with the Code of Ethics by the evaluators will lead to the revocation of their appointment.

5. ESG Standard 2.5 Criteria for outcomes

Standard: Any outcomes or judgements made as the result of external quality assurance should be based on explicit and published criteria that are applied consistently, irrespective of whether the process leads to a formal decision.

The criteria for outcomes are specific for each evaluation process (evaluation of programmes and institutional accreditation) and are included in the **protocols** published on the madri+d website before any process is implemented in order to ensure the knowledge of the processes by all stakeholders involved.

As it has been explained above these protocols and the criteria have been set within working groups that involve the most relevant stakeholders.

The importance of consistency of judgement is dealt with in the training of evaluators organized by madri+d (see chapter 9.4).

In order to ensure consistency and homogeneity of the evaluation reports and of the conclusions drawn from them, the evaluation processes go through different phases where the consistency is contrasted by different Certification and Accreditations Committees and Commissions. Chapter 5 explains in detail the different phases and bodies involved in the issue of reports for the different evaluation programmes.

The IQAS implemented in madri+d includes a continuous evaluation process of all the reviewers. One of the items of these evaluations is the quality and consistency of the work. In case of significant inconsistencies, reviewers are appropriately briefed before participating in future evaluations.

Finally, the metaevaluation carried out after regular consultation with the stakeholders helps identify inconsistencies, if any, and review the meeting of criteria. As it has been explained in chapter 9.2 the protocols are improved based on the feedback received, and new evaluation criteria are agreed in the corresponding working groups, and shared with the main stakeholders before their implementation.

6. ESG Standard 2.6 Reporting

Standard: Full reports by the experts should be published, clear and accessible to the academic community, external partners and other interested individuals. If the agency takes any formal decision based on the reports, the decision should be published together with the report.

madri+d has made a significant effort in order to improve the process of reporting. Common templates have been created for standardization purposes on each evaluation process.

Reports consist of a descriptive part, with reference to the main findings related to each criterion; the descriptive parts link to the conclusions of the evaluators, and indicate strengths, weaknesses and recommendations and areas of improvement. Specific content has been included in the training provided to the secretaries and other reviewers in order to improve the descriptive part and the relation between description, relevant findings and conclusions in all reports. In 2016, a document with guidelines for the drafting of reports was elaborated, approved and distributed to the Evaluation and Accreditation Committee members, in order to obtain better and more homogeneous reports.

Final reports on different processes are published on the webpage of madri+d, while visit reports and provisional reports remain as part of the evaluation file, but are not published. In those processes where madri+d is the decision body, these decisions are published with the reports. Universities and higher education institutions are also required to publish the reports on their corresponding webpages. This requisite is checked in the subsequent Accreditation Renewal evaluations.

Verification and Modification

<http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/verificacion-modificacion/informes-evaluacion>

Monitoring

<http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/seguimiento-titulos/resultados>

Accreditation Renewal.

<http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/renovacion-acreditacion/resultados>

DOCENTIA

<http://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/docentia/resultados-evaluacion>

At the date of drawing up this report, there are not results of the SISCAL madri+d and the Institutional Accreditation process. They will be published in the specific section of these procedures on the madri+d website. Regarding the evaluation of study plans, they are all issued on demand from universities and are not published. They are all added to a file on management of authorization of new centres at the Regional Ministry of Education, in charge of this process.

It is worth noting that madri+d takes part in the European Project **DEQAR**, which pursues the creation of a database where the results based on the ESG can be accessed to, and the evaluation reports downloaded.

Finally, in the line of making information provided by the agency as useful as possible, madri+d is working in the inclusion of a feature in the information system and in the web page to show in an easily accessible indicator about the outcomes of the evaluations, based on the semi quantitative scale (ABCD).

7. ESG Standard 2.7 Complaints and appeals

Standard: Complaints and appeals processes should be clearly defined as part of the design of external quality assurance processes and communicated to the institutions.

All the evaluation processes carried out at madri+d contemplate the possibility to appeal, allowing the universities to raise objections, request clarifications or provide suggestions for improvement regarding the provisional reports received before the final reports are issued by the different Commissions and Committees. This is a key stage of the process for madri+d, since it guarantees the legal certainty of the process and the interests of the parties involved.

- The different Committees and Commissions related to each evaluation process issue provisional reports which are sent to the universities.
- The universities / higher education institutions can submit appeals within a period of 20 days, in case they find factual mistakes or disagree with the content and/or conclusions included in the provisional report.
- Appeals are analysed by the Commission or Committee related to the process, which issue the final reports.

After a final report dealing with any evaluation process is issued, the universities can still claim. These claims are submitted to madri+d or to the body which makes the decision, for example the National Council of Universities. In these cases, it is the National Council of Universities the institution that receives the claim and requests the subsequent analysis from madri+d.

The claims, received directly by madri+d or through the National Council of Universities are analysed by the **Claims Commission of the Foundation**, an independent body comprised of experts in different fields who do not participate in any evaluation process, which meets on demand. This is done to guarantee the independence and impartiality of this body in order to make fair decisions.

The Claims Commission can confirm the original decision or change it. This is communicated to the university, to the corresponding evaluation body and/or the National Council of Universities. The decisions of the Claims Commission cannot be amended by any other body of the Foundation.

Following ENQA recommendations, the documentation of all the protocols has been improved to better describe the whole process including the appeals procedures. The information regarding the appeal procedures available for all the evaluation models is included in each procedure guide, and has been explained in detail to all the stakeholders involved in the processes, including madri+d staff, panel members, commissions, universities vicerectors, universities quality units and coordinators of evaluated programmes, in training actions, Consultive Council meetings and in dissemination actions aimed at technical units.

The guides providing information on the different processes include the description for the appeals procedures and can be found in <https://www.madrimasd.org/universidades/guias-protocolos>

The Complaints Commission has met six times since 2015, and the number of claims analysed is ten.

Apart from the channels designed to address the appeals and claims related to the reports content and conclusions, madri+d puts at the disposal of the universities a variety of channels to communicate any claim or disconformity with any element of the process. These channels include the direct attention by madri+d staff and Direction, the regular surveys after each evaluation process, the participation of the universities in the Board of Trustees and in the Advisory Council and the communications through the Contact form available in the homepage of madri+d. These complaints are dealt with the maximum care and diligence in order to correct any problem and prevent their reiteration.

10.



Information
and opinions of
stakeholders

self
assessment
report

2019 SAR

madri+d is aware of the importance of taking into consideration the opinions of stakeholders, and is therefore committed with different initiatives increasing their involvement and interactions with the Agency. As explained above, it has implemented an Internal Quality Assurance System, based on a PDCA cycle, where the collection of data and feedback from the stakeholders is the key for the improvement of the institutions and all its processes. In addition, it is included in its Articles of Association, and in its Quality Policy as a goal of the institution the commitment with the public service, oriented to the university community and society. This goal can only be achieved taking care of the expectations and opinions of the main groups of interest.

The following picture shows the different stakeholders involved in or concerned by the quality assurance activity of the Foundation.

Foundation	Board of Trustees	Users	Collaborators and Service Providers	Networks and Associations	Society
Staff	Regional Administration Universities Employers Students	Universities Public administration	Service Providers (IT, web,...) Reviewers and experts	REACU EQAR ENQA	Students Employers Individual

Figure 7. Classification of the stakeholders

The Foundation has established diverse communication and information gathering systems for each group:

The Board of Trustees

As explained above, the Board of Trustees is the highest governing body of madri+d. It is composed of representatives of all the main collectives concerned by the agency activities. This body meets at least twice a year and receives detailed information on the functioning of the institution, and the alignment of the activities with the goals of madri+d.

Staff

madri+d is comprised of a compact personnel structure. This allows to have direct communications at all stages to deal with any relevant topic that can arise, and to coordinate the regular activity. Besides this direct communication, some regular communication channels are established to share information, communication and feedback as:

- Meetings of the System Review by the Direction, which are held three times per year.
- Coordination meetings of the Directive Team, comprised of the Director, Manager, General Coordinator and the Heads of all the Areas of the Foundation. These meetings are scheduled every week, to deal with the short-term planning of activities.
- Use of email to share relevant communications with all the staff.

Public administration

The Foundation maintains regular and fluid communications with the Councillors of Education and Research of the Region of Madrid, as this is the main promoter of the Foundation, the main founder and also the administration that has set madri+d competences as quality assurance agency for the region. The Regional administration is the stakeholder most represented in the Board of Trustees and the General Director of Universities is the president of the Advisory Body of the Foundation.

Universities

madri+d fosters regular communication with the universities' vicerectors on quality matters and their quality units, to answer any question or receive any suggestion regarding the quality assurance procedures.

The Advisory Council, which meets at least twice per year, is the main forum to share information and feedback on quality assurance matter.

Also, regular information workshops are held with the technical quality units of the universities, in order to present information and updates on the procedures, and get their feedback.

Within the metaevaluation carried out after each evaluation process, technical quality units, as well as program coordinators are asked their opinion using surveys.

Representatives of the universities participate also in the working groups established to define and update evaluation procedures.

Students

Students are one of the main stakeholders of the Foundation, as final recipients of the quality assurance activities, the main actors of the training processes and a key component of the evaluations performed by madri+d.

Students are represented in the Board of Trustees and in the Advisory Committee of the Foundation. They also participate in the working groups established to define and update evaluation procedures.

Experts

The reviewers, beside direct communication with the staff of madri+d, are consulted within the metaevaluation after the conclusion of each evaluation process.

Experts also participate in the working groups established by the Foundation to define and update evaluation procedures.

Networks and Associations

madri+d also collaborates with other quality assurance agencies within national (REACU) and international networks and institutions (ENQA, EQAR). The Foundation participates regularly in the meetings of REACU and ENQA, and collaborates with the information petitions required by the working groups and projects created in ENQA and EQAR. madri+d is also a partner in project DEQAR.

The main groups of stakeholders have been consulted in the process of definition of the new strategic plan of the Foundation.

Furthermore, after each event, meeting or workshop, madri+d asks for the opinions of the participants, in order to obtain information that can be used to improve future initiatives. These surveys have a wide scope and are related to the relevant aspects of QA and also to the rigor and prestige of the agency, and to information it provides to the groups of interest. The following graphics show the results of the surveys for different kind of meetings and events through 2018:

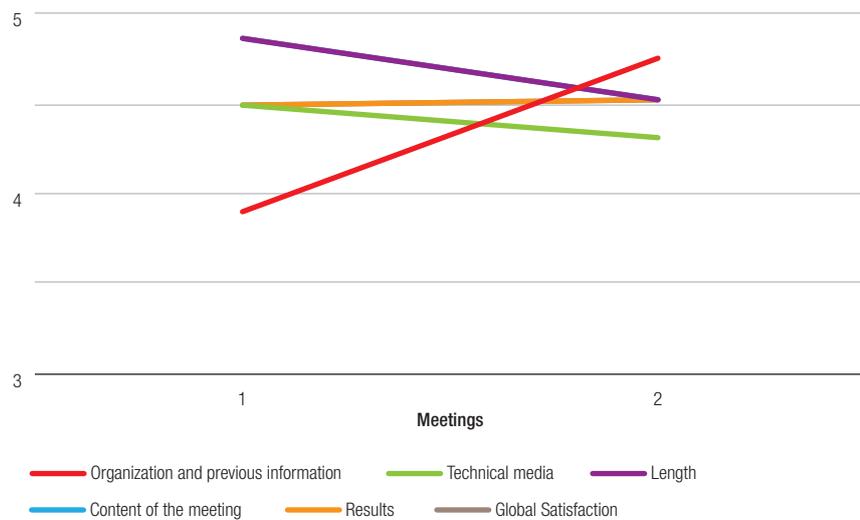


Figure 8. Satisfaction surveys of Advisory Council meetings (0-5 scale)

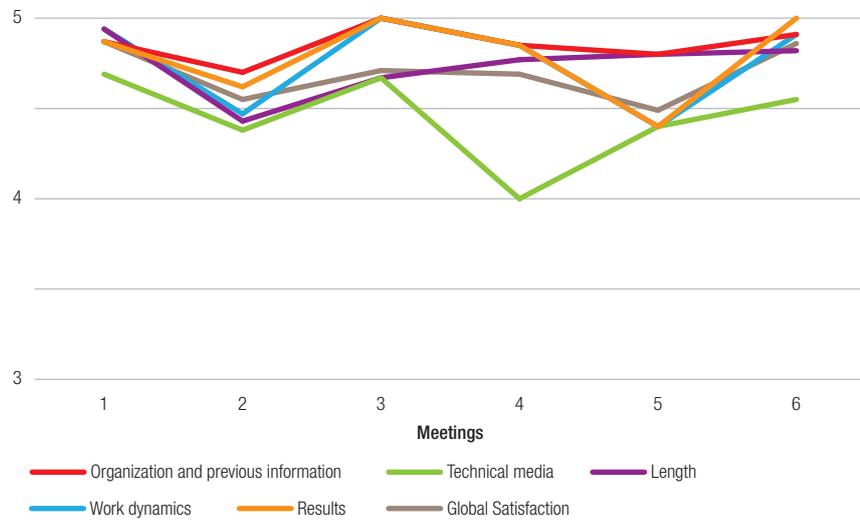


Figure 9. Satisfaction surveys of Evaluation Committees and Commissions meetings (0-5 scale)

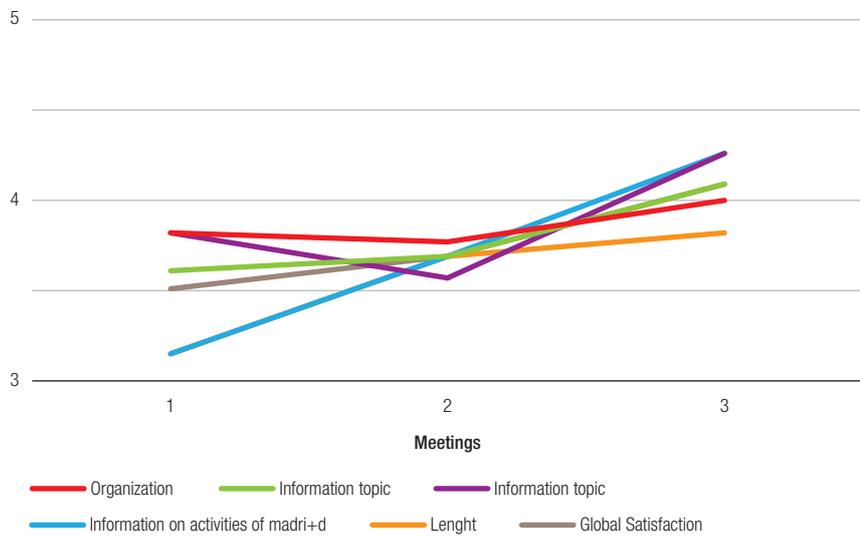


Figure 10. Satisfaction surveys of technical quality units meetings - Information on evaluation activity (0-5 scale)

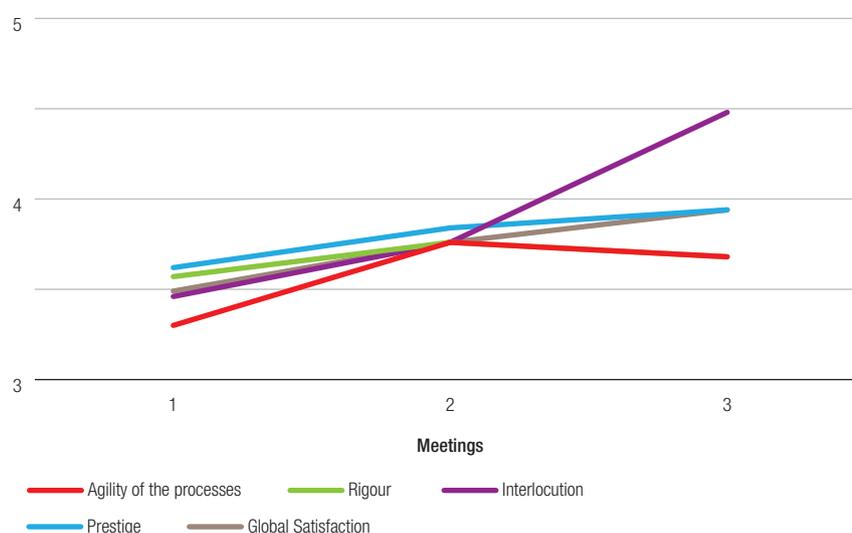


Figure 11. Satisfaction surveys of technical quality units meetings - madri+d perception (0-5 scale)

The overall result of these communication and consultation activities places madri+d as a reliable partner for all stakeholders.

Public administration value positively the capacity of the Foundation to fulfil its evaluation commitments, to implement the different procedures required by the legal framework and the rigour of the evaluations.

Universities value very positively the rigour of the evaluations, the fluent dialogue with madri+d staff and the efforts to continuously improve the procedures in order to make them more useful and reliable.

Experts highlight the professionalism of madri+d to deal with the evaluations, training, fluent communication and the support provided during the evaluations.

The main concern, expressed by universities, reviewers and madri+d staff is the overload of evaluation procedures, both in amount and nature (verification, modification, accreditation renewal, monitoring for programmes and DOCENTIA, SISCAL madri+d and Institutional Accreditation for institutions), required by the legal quality assurance framework, which could move the focus from quality to bureaucracy. While the reduction of workload is permanent demand from the universities, the agility of the processes conducted by madri+d is positively valued, which might be the reason for the high and increasing global satisfaction perceived.

Regarding the individuals and society, the Foundation also counts on different channels of internal and external communication in order to disseminate the mission, objectives and strategy. Information on the different activities can be found in:

- Web www.madrimasd.org.
- **Notiweb**: Daily bulletin which includes new son science, technology, innovation and education (from 2002).
- Blogs [madi+d](#).
- Elaboration of press releases and news on activities of the Foundation, and relation with general media and press departments of those institutions the Foundation is related with.
- Social networks: Facebook, Twitter, Flickr, Instagram, LinkedIn.

11.



Recommendations
and main findings
from previous review
and agency's resulting
follow-up

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In March 2015, Fundación para el conocimiento madri+d was granted full membership of ENQA for a period of five years, after a review process of external evaluation coordinated by ENQA. That review was conducted under the reference of the ESG in its 2005 version. The experts issued a report and found full compliance for criteria 2, 4 and 7. For criteria 1, 3, 5, 6 and 8, the report indicated that the Foundation complied substantially, and recommendations were provided so as to achieve full compliance with these criteria.

The following pages describe the recommendations received in with a comment on the improvements made by madri+d since 2015.

Recommendation	Follow up
<p>Standard 2.1 ESG (2005) Standard 2.2 ESG (2015)</p> <p>The Foundation should formalize its examination of assessment frameworks leading to accreditation decisions which are accepted as replacement of the Foundation's own accreditation renewal processes.</p> <p>Regarding the acceptance of other international accreditations as replacement to own decisions pointed out in the Evaluation, some clarification is needed.</p>	<p>International accreditations are not a replacement for madri+d accreditation, but a relevant input to be considered within the process of Accreditation Renewal. With this and any other needed input, madri+d issues its own evaluation reports: first the provisional and after the correspondent allegation phase the final report. These reports fulfil the same content requisites and formal aspects of all reports issued by madri+d and are subject to the same follow up and appeal procedures.</p> <p>The accreditation schemes used by the previously identified agencies with whom madri+d has cooperation agreements are compatible and many of the criteria used are very similar, if not the same, to the ones madri+d Accreditation Renewal. In this situation duplicating efforts (in time consumed and money employed by both the agency and the universities) and making redundant evaluations is considered of no-value.</p> <p>At this point madri+d has revised its Accreditation Renewal protocol to clarify to which extend the accreditations from other agencies are accepted as an input to the process, and how to proceed in these cases. We have taken note of the recommendation of the ENQA Evaluation Report and have analysed the compatibility of externals models with madri+d Accreditation Renewal, and formalised it in documents using correspondence tables, and identifying the needs for further evidence to effectively assess each Accreditation Renewal criteria, in particular with ABET (www.abet.org) and NAAB (www.naab.org) accreditations.</p>
<p>Standard 2.2 ESG (2005) Standard 2.2 ESG (2015)</p> <p>The Foundation should make better use of stakeholders such as employer organisations in the operation and oversight of their review methods.</p>	<p>madri+d is aware of the need to include all the relevant stakeholders in the quality assurance procedures. Due to the particular configuration of the Spanish Higher Education systems, the participation of the Social Councils in the Advisory Council was considered the best way to operate at the time of the evaluation.</p> <p>After receiving the recommendation by ENQA we have reinforced the activity to increase this participation of madri+d stakeholders:</p> <ul style="list-style-type: none"> • The Articles of Association of madri+d have been renewed, and the changed in the Board of Trustees appointment includes the participation of a representative of the Business Confederation of Madrid-CEOE (CEIM). • The Advisory Committee incorporated new experts of recognized professional prestige in their fields. • The definition of the new procedures are developed by working groups with participation of experts in their fields, that in some cases, as is the verification procedure, come from the employers side. • Internal working groups to develop criteria to evaluate online internships as an element of Higher Education programmes has been created with participation of Business University Foundation (FUE) experts. • Also working groups to define specific evaluation criteria for certain professional oriented studies have been created, such as one on Law studies, with participation of experts from the Spanish Constitutional Court. • The 5 ex-ante Verification commissions are composed also by a professional to guarantee the evaluation of new degrees incorporate the employers' approach. • Professionals are also included in some of the Branches of the Evaluation and Accreditation Committee.

Recommendation	Follow up
<p>Standard 2.3 ESG (2005) Standard 2.5 ESG (2015)</p> <p>The Foundation should involve panel members in the feedback procedure and should have the final report checked by the review panel before the Evaluation and Accreditation Committee finally publishes it.</p>	<p>madri+d has taken note of the recommendation. Previously to the ENQA evaluation the panel members of madri+d evaluations didn't have any notice about the reports after submitting their visit report.</p> <p>SICAM, the information systems that supports the evaluations, has been updated in order to provide access to the panel members to the documents elaborated after the visit report: Provisional reports, allegations received from the university and final reports issued. Even a notification email is sent to the panel members when the final report is sent.</p> <p>Feedback from the panel members is welcomed, and a specific question about how faithfully the final reports represents the information provided by the panel is included in every year improvement survey.</p>
<p>Standard 2.4 ESG (2005) Standard 2.4 ESG (2015)</p> <p>The Foundation should further invest in finding more students who would be willing to engage in external quality assurance processes.</p>	<p>Engaging students in Quality Assurance procedures is key activity for madri+d as all the evaluation panels include one student, student's window as evaluators is of only a few years, and the activity of madri+d has increased in the last years.</p> <p>madri+d has been very active establishing relations with the university representatives in order to foster the participation of students in the evaluations and providing training to student evaluators. A specific training action was scheduled at the end of 2015 (December), another one, in cooperation with the ACPUA (Aragon's Agency) was arranged in 2016 (October) and students have participated in other training actions directed to both faculty and students.</p> <p>Students participate in all visit panels and evaluation, certification and accreditation commissions and committees. Up to the date of this report, more than 170 students have participated in quality assurance activities.</p>
<p>Standard 2.4 ESG (2005) Standard 2.4 ESG (2015)</p> <p>The Foundation should develop procedures which encourage the participation of international experts in reviews.</p>	<p>madri+d acknowledge the need to foster the participation of international experts in the evaluations, as we expect it will provide added value to the quality assurance, with the views of other Higher Education systems. There are some basic requirements to include international experts in the reviews:</p> <ul style="list-style-type: none"> · Language. As the working language for the majority of the HE programmes is Spanish, good knowledge of Spanish is required. Using translation would be complex, expensive and not effective. · Knowledge of the Spanish HE legal framework. As some critical aspects of the evaluations have to do with legal requirements. In fact, ex-ante verification is a process with strict requisites fixed in a Royal Decree. · Financial issues. madri+d has to find a compromise solution between desired participation of people from external Higher Education systems in the evaluation bodies and the available budget. As the participation of international experts is expected to require significantly higher resources related to training, travel, etc. cost is a key aspect to be taken into account. <p>According to these requirements we have made some effort to improve the international profile of our advisory and evaluation bodies. There have been spare actions to facilitate the participation of international experts, as the translation into English of the Pool of Experts section in the web page, with link to the related formulary. And contacts have been established with some ENQA agencies in order to cooperate in the exchange of experts.</p> <p>But the participation of international experts in the review panels and commissions is still an area of improvement for madri+d..</p>

Recommendation	Follow up
<p>Standard 2.5 ESG (2005) Standard 2.6 ESG (2015)</p> <p>The Foundation should relate key findings to conclusions more explicitly in its reports, making the deliberation by the panel visible.</p>	<p>We have taken note of this recommendation by ENQA. SICAM, the information system that supports most part of the evaluations, has been updated in order to guarantee that all the criteria are adequately evaluated and findings and conclusions are included in the reports. Specific drafting for the findings of the panel separated from the conclusions have been included in the tool.</p> <p>Also, the layout of all the records and related reports of the evaluation processes (visit reports, provisional reports, final reports) have been improved in order to better identify the descriptive content and the conclusions drawn from the findings.</p> <p>In 2016 a document with guidelines for the drafting of reports have been elaborated, approved and distributed to the Evaluation and Accreditation Committee members. Training actions for evaluators have been arranged to in order to promote richer reports, with clear drafting focused on useful information for the potential readers. In fact, one of the fixed sections of the training program for evaluators is the drafting of reports.</p> <p>These same criteria are applied to all evaluation procedures.</p>
<p>Standard 2.5 ESG (2005) Standard 2.6 ESG (2015)</p> <p>The Foundation should consider the style of reports, to make them useful to a wider readership.</p>	<p>The work done to improve the relation between the findings and conclusions highlighted in the previous recommendation has been also taken into account with this one.</p> <p>At the same time that findings and conclusions are drafted in a clearer way and that evaluators are encouraged to include all the relevant information, the focus on the potential readers has also been taken into account.</p> <p>In the line of making information provided by the agency as useful as possible madri+d is working in the inclusion of a feature in the information system and in the web page to show in an easily accessible indicator about the outcomes of the evaluations, based on the semi quantitative scale (ABCD).</p>
<p>Standard 2.6 ESG (2005) Standard 2.3 ESG (2015)</p> <p>The Foundation should consider to focus more on quality within the monitoring process, rather than on mere implementation.</p>	<p>As it was explained to ENQA's evaluation panel Spanish legal framework comprises three phases of evaluation for official degrees:</p> <ul style="list-style-type: none"> · Ex-ante Verification. Where the project of the programme is evaluated previously to its implementation. · Monitoring. Where the fulfilment of the commitments made (in the project of programme) are checked after few years of the start of the program. · Accreditation Renewal. Where the implementation of the programme is evaluated. <p>Regarding the Monitoring, the requirements established in the Law include quality assurance criteria that a previously verified programme must meet and an evaluation of the quality management and outcomes of the programme can be done at a certain extend.</p> <p>The revision of the Monitoring process, in 2018, has led to an improved Monitoring protocol that works as implementation of the programmes check, and a follow up of previous Verification and Accreditation Renewal procedures.</p>
<p>Standard 2.6 ESG (2005) Standard 2.3 ESG (2015)</p> <p>The Foundation should implement a follow-up procedure after a positive accreditation renewal decision.</p> <p>EQAR flag: It should receive attention whether the procedure for the periodic follow-up of accredited study programmes and the DOCENTIA programme have been revised to guarantee that areas for improvement are dealt with consistently.</p>	<p>Taking into account the recommendation made by the review team, a revision of the Accreditation Renewal procedures has been made and it has been included a requirement for a follow-up of all the reports with recommendations, even for those with a positive decision.</p> <p>Recent modification of the Monitoring protocol has been implemented in order to make this procedure a tool to check the implementation of the programmes, serve as a follow-up of the Verification and Accreditation Renewal processes, and also highlight the relevance of the quality, rather than the mere implementation.</p> <p>A speedy follow up of programmes with relevant recommendations has been established within this Monitoring protocol.</p> <p>Regarding DOCENTIA, the last update of the procedure requires an anual follow-up of all the certifications.</p>

Recommendation	Follow up
<p>Standard 2.8 ESG (2005) Standard 3.4 ESG (2015)</p> <p>The Foundation should use the general findings of its external quality assurance processes more as a basis for system-wide analyses on the higher education system in the Region of Madrid.</p>	<p>madri+d acknowledges that improvement in this area was needed, and as it is indicated in the chapter 8.4 of this report some more work is needed yet.</p> <p>After ENQA review in 2014 a detailed thematic analysis on the outcomes of the evaluation was commissioned to INAEUC, a research institute. Despite it was primarily focused on the Monitoring process, it was finally based on the results of the Accreditation Renewal evaluations.</p> <p>More information about this analysis is presented in chapter 8.4 of this report.</p>
<p>Standard 3.4 ESG (2005) Standard 3.5 ESG (2015)</p> <p>The Foundation should consider its internal communications strategy, to ensure the active involvement of all staff within the organization.</p>	<p>madri+d recognises the importance of effective internal communication as a base to guarantee a smooth operation of all the processes. According to the implemented Internal Quality Management System, on a quarterly basis, revision meetings are held, plus biweekly coordination meeting with the participation of all those responsible of the different lines of activity of madri+d are held. Any relevant communication is issued by email sent to all the staff. madri+d organises its activity in small work groups and all relevant information is speedily and easily communicated.</p> <p>The compact nature of the team involved in the Higher Education Quality Assurance Area, eases the direct communication with all the staff.</p> <p>The recommendation by the evaluation panel has been identified to come from a punctual misinformation about a specific aspect (the ISO 9001 certification of madri+d) by outsourced personnel, at the moment of the evaluation. The consideration of the different groups in the communication strategy has been taken into account, not only for the own Foundation staff, but for all stakeholders.</p>
<p>Standard 3.6 ESG (2005) Standard 3.3 ESG (2015)</p> <p>The Foundation might reconsider the appointment procedure of the Board of Trustees in order to achieve greater formal independence from the Regional Government.</p> <p>EQAR flag: It should be addressed whether the formal independence in the appointment procedure for the members of the Board of Trustees and the Executive Director has been ensured.</p>	<p>Following the recommendation of the ENQA evaluation the Articles of Association of the Foundation were renewed and the appointment procedure changed to guarantee formally the independence from the Regional Government. The updated Articles of Association were approved on 2 November 2015. The Regional Government was responsible of the appointment of five member of the Board, while twelve other members were appointed by other stakeholders including public universities, private universities, research institutions, business confederation, student associations, trade unions and the social councils of the universities.</p> <p>In June 2018, a modification of the legal framework forced another change in the appointment procedure in order to guarantee that institutions with a major funding from public administrations should have a majority of the member in their governing bodies appointed by the public administration.</p> <p>As explained in chapter 8.3 of this report, as a measure to reinforce the independence of the Foundation, at the same time that the appointment of the Board of Trustees was updated, the procedure for the designation of the Director was modified.</p>

Recommendation	Follow up
<p>Standard 3.8 ESG (2005) Standard 3.1 ESG (2015)</p> <p>The Foundation should use the Advisory Committee on Higher Education Quality better</p>	<p>After the ENQA evaluation two meetings of the International Advisory Committee on Higher Education Quality were held.</p> <p>The Composition of the Committee was reinforced, adding new members from the EHEA, more students and also the participation of Spanish employer's representatives.</p> <p>In 2018 madri+d initiated a reflection process that led to the definition of a multi annual strategic plan. One of the decisions taken within this process was to turn the Advisory Committee on Higher Education Quality into one with scope in all the areas of madri+d, including those related to the R&D&I. The expected outcome is a more useful body for the whole institution, better aligned with the global strategic lines of the Foundation, and still flexible enough to provide valuable advice to each area of the institution.</p> <p>It is worth to note that madri+d has another advisory body, the Advisory Council in University Quality of the Region of Madrid, composed mainly by Madrid University representatives and Quality in Higher Education experts with an advice and feedback function. The composition of this body has also been updated in order to include representatives of all the public and private universities assessed by madri+d, when previously only 5 of them were represented. The goal is to foster the universities' participation into the madri+d activities, to provide them with first-hand information and establish a closer relationship between the madri+d and the Madrid universities.</p>
<p>Standard 3.7 ESG (2005) Standard 2.7 ESG (2015)</p> <p>The Foundation should clearly communicate the appeal procedures.</p>	<p>After the first external review in 2014, protocols of each evaluation process have been updated to better describe the whole process including the allegation phase before the issuing of the final report and the further claims procedure.</p> <p>A Claim Commission composed by experts that don't participate in the evaluations has been set to analyze further claims.</p> <p>The information regarding the appeal procedures available for all the evaluation models has been explained in detail to all the people involved in the processes, including madri+d staff, panel members, commissions, universities vice-rectors, universities quality units and coordinators of evaluated programmes. Universities have also received information about the complaints procedure.</p> <p>Both appeal phase within the evaluation processes and complains after the final report issuing are working properly and universities are using these legal guarantee procedures.</p>

12.



SWOT analysis

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As it has been explained above, in the year 2018, madri+d initiated the works for the definition of a multiannual strategic plan for the Foundation (four years). In order to determine the actions to be carried out in the future and the main factors which determine the future performance, madri+d looked in detail at the different elements which make up its value chain. To this end, different questions on the nature of madri+d arose, and these questions were asked to madri+d staff and all the stakeholders involved in the different processes. The questions involved all areas of the agency: governance and strategy, culture and style, operations and processes, communication and identity, organization and structure, and development and organization.

The analysis was carried out following five steps:

- Conducting over 25 in-depth interviews with the administrative, technical and professional madri+d staff.
- Conducting over 30 in-depth interviews with stakeholders such as entrepreneurs, scientists, business angels, project managers, quality units, vice-rectors, university rectors and obviously, with the managing directors of the Madrid Autonomous Region, since it is them who define the direction for actions.
- Undertaking a survey with a questionnaire made up by 10 multiple choice closed questions to the Spanish quality units.
- Analysing over 90 documents from the different activities carried out by madri+d (reports, evaluations, etc.) and debating over what madri+d does and how it works, taking also into consideration the information drawn from the previous steps.
- Doing research on social networks, webpages and online contents in order to know opinions and different points of view on madri+d, analysing over 100 webpages and similar.

All this information was essential in order to elaborate a SWOT analysis, key document to identify the factors which will affect the agency's future performance. These factors, related to the Higher Education Quality Assurance Area, are summarized in the following sections on strengths, weaknesses, opportunities and threats.

Strengths

- The staff is committed with the Foundation (internal culture of effort, dedication and compromise).
- Expertise and specialized knowledge of the heads of area and technicians. High capacity to adapt to different workload scenarios.
- Extensive knowledge of the Madrid Higher Education System, which is complex and diverse.
- There is enough funding to carry out the different projects.
- Good relationship with the REACU and other European agencies and institutions.
- Regular contact with users and beneficiaries of the different operations of the Foundation.
- High productivity of the existing human resources.
- Punctuality and quality in the different operations.
- Reputation of its work within the different key groups.
- Orientation towards service: Efficiency (resources) and efficacy (compliance of requirements), keeping the rigor in the processes. Transparency and credibility in the processes.
- Orientation towards service: Continuous improvement based on feedback from stakeholders. Highly valued by universities.

- Experience in the processes related to programmes' evaluation: Verification, Monitoring, Accreditation Renewal, DOCENTIA.
- Existing brand and identity which can be used to build up with guarantees of success.
- The structure based on the services provided allows the decentralization and the delegation of responsibilities.
- Flexibility and agility in the operations linked to the Foundation legal status.
- The flat and simple organization chart eases the processes of internal communication.

Weaknesses

- Limited staff considering the significant volume of competences and the size of the Madrid Higher Education System requiring evaluation.
- Workload peaks due to changes in the demand of some procedures and rigid staff structure, due to administrative restrictions, with limited capacity to adapt.
- Improvable infrastructure for the tasks that are carried out at the agency (there is a significant need to improve the quantity and quality of the meeting rooms, computer network, electronic administration).
- Low visibility by the society of the activity of madri+d. External communication lacks a clearly defined strategy.
- There is not a single model of management of knowledge, which lies in people and not in the organization.
- The horizontal structure demands a model of integration which breaks down the existing barriers.

Opportunities

- Quality Assurance is a priority and its importance is increasing at different levels: regional, national, international.
- Play a prominent role in the growth of the Madrid Higher Education System.
- Capacity to coordinate different stakeholders in order to enhance the Madrid Technology Transfer and Innovation Ecosystem.
- Capacity to provide new processes adapted to the specific features of the Region.
- Capacity of increasing and benefit from international relations: collaboration with international bodies and with other international agencies.
- Stability in the Direction that can lead to a clear implementation of the strategic plan.

Threats

- The increase of competences has to be dealt with a rigid personnel structure.
- High concentration of knowledge in few people.
- Planning of evaluation is imposed by legislation and the requests from the universities: there could exist an unbalance between the actual demand and the planning.
- Change in the legal framework related to quality assurance relies on national and regional government, and it is beyond the control of madri+d.

13.



Current challenges and areas
for future development

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The most relevant challenge of the Fundación para el Conocimiento madri+d in the coming years is the implementation of the multi annual strategic plan. This plan must provide practical deployment of the Mission of the Foundation, setting clear paths to achieve the purpose and objectives stated in its Articles of Association. This strategic plan will provide coherence to the operations of all the areas of the Foundation. Regarding the Higher Education Quality Assurance Area, three strategic lines have been highlighted: one related to the evaluation and accreditation of the Higher Education, one with the promotion of the improvement of the Higher Education System and another one related to the information and dissemination of the outcomes of the activities of the agency.

The recently updated procedure for the appointment of the Director of madri+d provides the agency with a stability upon which the action plan and the control board of the strategic plan will be built and implemented as a tool for the enhancement of the Foundation.

- madri+d faces an increase of the workload related to the increase of the number of universities and centres of the Madrid Higher Education System. Moreover, it is foreseen an increase of the evaluation processes required by the national and regional administrations. Maintaining the quality standards of the operation of madri+d will be challenging in such scenario.
- There is also a need to implement and boost the processes of institutional evaluation in Madrid. The recent change of model/paradigm in Spain tends to favour the Institutional Accreditation. In Madrid region, universities are still in the initial stages to implement and certificate their Internal Quality Assurance Systems, and it is necessary to inform and raise awareness about this topic in the universities, and therefore communicate all stakeholders of the importance of the processes in order to pursue a continuous improvement of the quality of the Degrees provided.
- Spanish National Government, due to the economic crisis, has restricted the hiring of personal in public administrations and linked bodies in the last years. No new personel could be hired. In 2018 these restrictions were flexibilised, allowing to hire new personel to replace expiring contracts. It is foreseen that in the coming years the hiring of new additional personnel will be allowed. Moreover, the regional administration has shown a willingness to increase human resources in the areas related to Research and Education. Improving the size of the Foundation's staff in this new framework is one of the Foundation's priority tasks in the coming years.
- Enhance the communication and dissemination to the society of the importance of the quality assurance procedures, the work carried out by the quality assurance agencies in general and the outcomes of the evaluation, certification and accreditation activities of madri+d in particular. Dissemination actions aimed at the university community, the improvement of the web page of madri+d as the main communication channel, and a better use of the social networks need to be implemented to fulfil this goal.
- Progress in the implementation of electronic administration procedures, which will lead to more transparent, more simple processes as well as an efficiency increase in the performance of the Foundation at all levels.

- The enhancement of the thematic analysis, in cooperation with the rest of Spanish agencies. This activity will provide clues and tools for the improvement on key aspect of the Higher Education System. In REACU a working group has been created to perform this activity in a coordinated way, since the processes carried out in all the agencies are similar. madri+d has appointed a Head of Unit with responsibilities on reports and analysis to reinforce the strategic importance of this activity.
- The development of the international dimension of madri+d. On the basis of the implementation of the ongoing international collaboration projects, we will reinforce the participation of international experts in our activities. This will also provide international visibility to both madri+d and the Madrid Higher Education System.

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