Self Assessment Report

Fundación para el Conocimiento madri+d

ENQA External Targeted Review 2024

May 2024

INDEX

PART I – BACKGROUND

1   Introduction

The Fundación para el Conocimiento Madri+d, madri+d, is a non-profit organization established in 2002 on the initiative of the Regional Government of Madrid. Its objectives are strengthening and coordinating 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 mission of madri+d is stated in the Articles of Association:

"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 and, 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.

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, approved on 20 December 2013, in the meeting of the Board of Trustees, and 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.

After the merger madri+d underwent the first external evaluation coordinated by the European Association for Quality Assurance in Higher Education, ENQA, in 2014, which led to the admission as full member of the Association on 6th March 2015, and the inclusion on the European Quality Assurance Register, EQAR, on 5th of 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 Institutional Accreditation of University Centres.

In 2019, madri+d underwent its second external evaluation, leading to the renewal of its membership in ENQA and registration in EQAR, thus maintaining its status as the official Quality Assurance Agency of the Community of Madrid to date.

According to the cycle established by ENQA and EQAR, madri+d undergoes a new external review in 2024, 5 years after the previous assessment. Having obtained a positive result in its first two evaluations, madri+d is eligible to carry out this review in the "Targeted Review" modality.

This report comprises the reflective analysis carried out by madri+d in the first phase of the evaluation on its evolution over the last 5 years, the new activities initiated in this period, and the improvements areas addressed, summarising the findings that demonstrate compliance with the Criteria and Guidelines for Quality Assurance in Higher Education, ESG.

2   Development of the self-assessment report (SAR)

The work on the Self-Assessment Report of the madri+d Foundation for Knowledge began in the summer of 2023, with the initiation of exploratory contacts with ENQA and EQAR to formalize the renewal application in the Register and to explore the review timeline and process. As this is the agency's third review and it is eligible, the Targeted Review modality is considered appropriate.

In December 2023, the renewal application for registration in EQAR was submitted, and once the agency's eligibility was confirmed in January 2024, the Terms of Reference for the external review were established among the three parties.

For the development of the Self-Assessment Report, the Foundation has set up a working group coordinated by the Head of the Internal Quality Area and composed of the Director, the Secretary-General, and the Heads of the units that make up the Quality Area in Higher Education.

In the collection of data, indicators, and evidence, as well as in the reflective analysis, contributions from all technical staff of the Foundation have been considered, along with data from satisfaction surveys and meta-evaluation of processes carried out periodically with stakeholders related to the Foundation's evaluations.

Once the draft document was completed, it was submitted to the Board of Trustees and the Advisory board of madri+d for comments and suggestions.

3 Changes since the last full review

3.1 Legislation of Higher Education and Quality Assurance of Higher Education in the context of the agency

Since the last external review, the national legal framework applicable to the quality assurance of Higher Education has been deeply renewed. The main changes have been the following:

- Publication of the Royal Decree 822/2021, of 28 September, which establishes the organisation of university education and the procedure for quality assurance, which replaces the Royal Decree 1393/2007, of 29 October, which establishes the organisation of official university education.

- Publication of the Royal Decree 640/2021, of 27 July, on the creation, recognition and authorisation of universities and university centres, and institutional accreditation of university centres which replaces the Royal Decree 420/2015, of 29 May, on the creation, recognition, authorisation and accreditation of universities and university centres.

- Publication of the Organic Law 2/2023 of 22 March on the University System, , which replaces the Organic Law 6/2001, of 21 December 2001, on Universities.

- Modification of the Royal Decree 99/2011, of 28 January, regulating official doctoral studies, after the publication of the Royal Decree 576/2023, of 4 July, amending Royal Decree 99/2011, of 28 January, regulating official doctoral studies; Royal Decree 1002/2010, of 5 August, on the awarding of official university degrees; and Royal Decree 641/2021, of 27 July, regulating the direct awarding of grants to Spanish public universities for the modernisation and digitisation of the Spanish university system within the framework of the Recovery, Transformation and Resilience Plan.

These regulatory changes do not imply changes in the types of evaluation processes that have been carried out up to this point. However, they have indeed required an update of the guides of all processes to align them in detail with the new regulations and, in some cases, undertake an increase in the volume of evaluations. In many cases, the regulation stipulated the development of joint protocols by all agencies with competencies. The consensus-building to develop these protocols has taken place within the Spanish Network of University Quality Agencies, REACU, which, since 2006, has been the collaborative body established by Spanish quality agencies.

The main changes coming from the new regulatory framework are the following:

- Changes in the conditions to create new universities.
- Harmonization of the programmes review cycle. While previously this period varied from 4 years (for master programmes) to 6 years (for bachelor and doctorate programmes), now all programmes must undergo an external evaluation process every 6 years.
- Change in the definition of in-person, online and blended programmes.
- Update in the Institutional Accreditation of university centres conditions, to include those centres that provide doctoral programmes, while previous regulations included only centres that offered bachelor's and master's degrees.
- A general protocol for Institutional Accreditation renewal is stablished.
- A change in the effects of the Institutional Accreditation in relation to the programme's external review processes. Programmes offered by centres with Institutional Accreditation are exempt of the Monitoring and Accreditation Renewal processes, and the deadlines for the Verification and Modification are reduced.

- A new category of programme modification is introduced. The non-substantial modifications review process is simplified, and in case of centres with Institutional Accreditation only communication to the agency is needed.
- While no external review process for non-official programmes offered by universities is specifically defined in the legislation, the Royal Decree 640/2021 in its *Article 5. Conditions and requirements for the creation and recognition of a university in the field of teaching activity*, establishes the requirement to guarantee the quality of all the programmes offered, both official and non-official, through internal quality assurance systems, which shall be certified by a quality assurance agency. Also, Royal Decree 822/2021 in its *Article 37. Lifelong learning* sets that the university shall guarantee the quality and the academic and scientific rigour of lifelong learning qualifications, which shall be the responsibility of the internal quality assurance systems determined by the university.

Regional legislation remains without changes since last review. However, elections to the regional parliament of the Region of Madrid were held in May 2023. The party elected to govern the region of Madrid for the next four years included in its electoral programme a commitment to draft a new law on universities. Despite the fact that there is still no draft law published for consultancy in the regional parliament of Madrid, it is foreseeable that it will be approved in the coming months.

3.2   Madrid Higher Education System

The Region of Madrid, located in the centre of Spain, holds a large Higher Education System comprised of 6 public and 13 private universities, plus the headquarters of UNED. Some of them with large tradition, and some of new creation.

Since last external review the system has grown, with the addition of 5 universities. The 3 universities that were authorized in 2019, Universidad Internacional Villanueva, CUNEF Universidad and ESIC Universidad, have started their operation. Also, two other new universities were authorised in recent years. Universidad Internacional de la Empresa, UNIE, was authorised in 2020 and Universidad de Diseño, Innovación y Tecnología, UDIT, in 2022.

Therefore, the current Higher Education System is comprised of seven public universities 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.

UNED And thirteen private universities:

- 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.
- CUNEF Universidad
- Universidad Internacional Villanueva

- ESIC Universidad
- Universidad Internacional de la Empresa
- Universidad de Diseño, Innovación y Tecnología

madri+d evaluates all of them but Universidad Pontificia Comillas and UNED, which are evaluated by the Agencia Nacional de Evaluación de la Calidad y Acreditación, ANECA.

Madrid also hosts campuses of other universities whose headquarters are in other regions, such as Universidad Pontificia de Salamanca, Universidad de Navarra, and centres affiliated to other universities such as: Centro de Estudios Superiores Instituto de Empresa, affiliated to IE Universidad, and Centro de Educación Superior NEXT, affiliated to Universidad de Lleida.

The growth in the number of universities in the Region of Madrid has been also reflected in an increase in the number of students. In the academic year 2022/2023 more than 320.000 students were enrolled in higher education programmes in Madrid universities. Of them approximately 77% studied bachelor programmes, 18% studied master programmes and 5% studied doctorate programmes.

Figure 1 show the distribution of students by level and university type, where it can be observed that more than half the students of master programmes are enrolled at private universities, while public universities more than double the number of bachelor students at private ones and have about 90% of doctorate students.
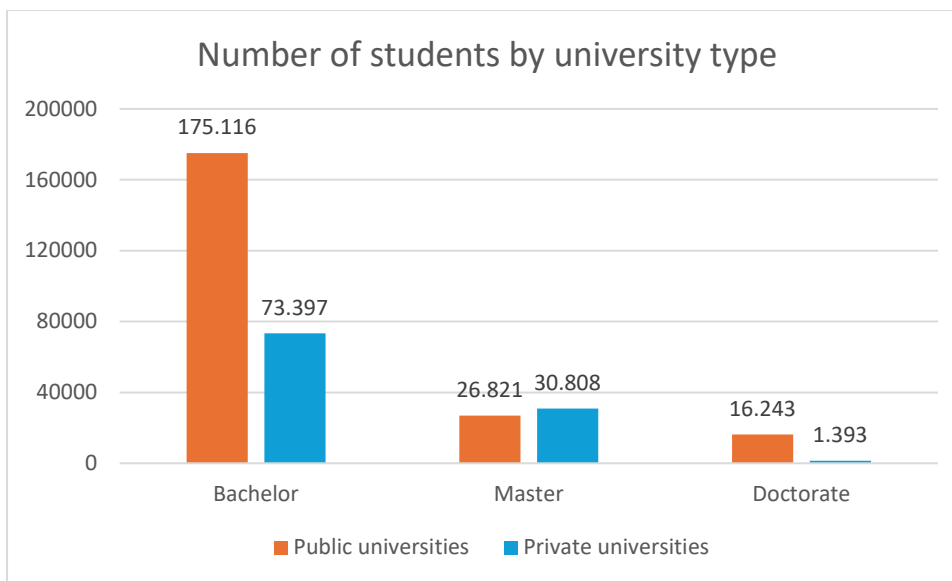

Figure 1 Number of students enrolled in Madrid universities by EQF level and university type (Sistema Integrado de Información Universitaria 2022/2023)

Regarding the gender balance Figure 2 shows that women are a majority at bachelor and master levels, while at doctorate programmes there are slightly more men enrolled.
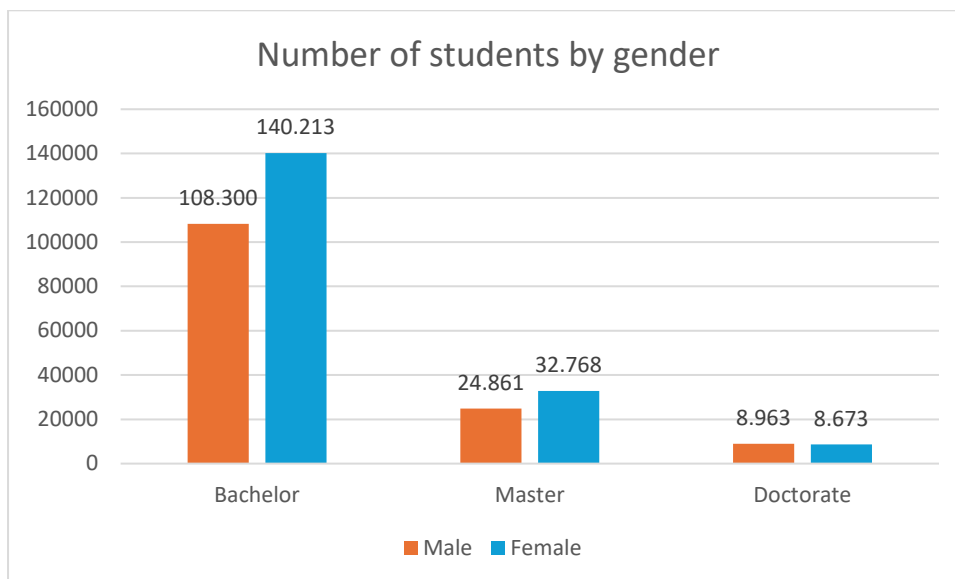
Figure 2 Number of students enrolled in Madrid universities by EQF level and gender (Sistema Integrado de Información Universitaria 2022/2023)

It is also worth to note that Madrid has become a favourite study destination for foreign students. Madrid universities hosted 12.150 students from UE countries and 13.053 students from Latin American countries in the academic year 2022/2023 (Sistema Integrado de Información Universitaria 2022/2023). In addition to those numbers Madrid received more than 46.000 students who participated in diverse mobility programmes.

The numbers on universities and students are also reflected in the number of official programmes offered, which are the subject of the agency's work. According to data from the Registro Oficial de Universidades, Centros y Títulos (RUCT), 677 Bachelor's degree programmes, 873 Master's degree programmes and 221 PhD programmes are offered in Madrid. These are about a 21% of all the programmes offered in Spain.

3.3 Changes in Fundación para el Conocimiento madri+d

3.3.1 Organization

The organization of madri+d remains with no significant change since 2019. 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 Madrid is Science Fair and the publication of a free, daily science and technology newsletter called Notiweb.

The Technology Transfer and European Projects Area of madri+d coordinates the Madrid node of the Enterprise Europe Network, which promotes the commercialization of technological results, and also provides training and support to entrepreneurs and researchers of the region to participate in European research and innovation networks and programmes.

The Technology Based Entrepreneurship Area provides support to entrepreneurs, offering a variety of services, from basic information, advanced training, mentoring. In maintains the renowned BusinessMentor Mentorship certification program. This area also coordinates the Business Angels Network madri+d and some singular programs as ESABIC and HealthStart focused on Aerospace and Health technologies start-ups.

The activities related to the Quality Assurance in Higher Education, which is the subject of the external review 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.

In the last external review the following suggestion was made by the panel:

- The panel suggests including students in all its governing bodies and engaging new students through the Council of Students and Student Unions. Students should also be more thoroughly included in developing the content of the long-term strategic documents.

The students are part of the main governing body of madri+d, its Board of Trustees, and of all the evaluation and decision-making bodies. The only body of madri+d in which they students are not present is the Advisory Council on University Quality, which has specific advisory and communication with universities functions but no governing powers.

In last years, continuous dialogue has been established with the Coordinadora de Representantes de Estudiantes de Universidades Públicas, CREUP, in order to increase collaboration in the field of quality assurance. In 2023 a cooperation agreement was signed between madri+d and CREUP. This collaboration has led to a joint analysis of the new university quality regulations that have been developed in 2021, in order to propose mutually agreed improvements. madri+d has also actively participated XX anniversary of CREUP event held in Valencia, 18-19 April 2023, take part in the discussion board on quality assurance.

3.3.1.1 Board of Trustees

The Board of Trustees compositions remains with no significant change. The only variations are derived due to the changes of persons that occupy the positions in their mother organizations. Regular meetings are held twice a year. The current composition of the Board of Trustees of madri+d is:

President:

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

Vice-president:

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

Vocals:

- The head of the competent Directorate General with responsibility for Universities in Madrid Region.
- The head of the competent Directorate General with responsibility for Research in Madrid Region.
- The head of the competent Subdirectorate General with responsibility for Universities in Madrid Region.
- The head of the competent Subdirectorate 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.
- The head of the office of the competent Regional Councillor with responsibility for Research in Madrid Region may elect up to 4 four patrons, who must be Presidents of publicly funded universities in Madrid Region. The appointment will be made at the proposal of the Conferencia de Rectores de las Universidades Madrileñas, 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 Confederación Empresarial de Madrid, CEIM, in accordance with its internal regulations.
- The Director of one of the IMDEA Foundations, designated by the directors of the IMDEA Foundations.
- 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 of the publicly-funded universities in Madrid, designated by the most representative trade union of Madrid's publicly-funded universities.
- One representative of the Consejo Superior de Investigaciones Científicas, CSIC, designated by this body.

The Board of Trustees may appoint up to a maximum of three patrons, all experts of renowned prestige in university related matters. These expert patrons must come from regions other than Madrid Region.

3.3.1.2 Director and Manager

The Director of madri+d, who was appointed in 2018 after an open concurrent selection process for a term of 4 years, was renewed in 2022 for another 2 years term.

According to the Articles of Association of madri+d, 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.

A new Manager was appointed by the Board of Trustees in 2023, after the former moved.

There are no changes in the functions of both Director and Manager since 2019.

3.3.1.3 Advisory Committee of madri+d

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

In 2020 the Committee operation switched to a set of working subcommittees that address the different areas of madri+d, providing advice to the Board of Trustees on strategic issues related with higher education and the future of labour market.

This Committee maintained regular meetings till 2022, when it slowed it activity. In order to recover the utility of this relevant advisory body of madri+d, in 2023 a change was introduced in its regulation to focus its activity on Quality in Higher Education, without working groups of experts on other areas, and with a renewed composition.

Members of the Advisory Committee should bring together expertise and experience in the following areas:

- University management.
- University training.
- Quality Assurance and continuous improvement.

It is expected to resume its operation with the new composition in the first half of 2024.

3.3.1.4 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, Vice rectors 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 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.

This body has maintained its activity during last year. The only change has been the addition of representatives of the recently created universities.

3.3.2 Resources

3.3.2.1 Funding

madri+d has maintained is funding scheme. The organization is mainly funded with public resources as its activities are considered public services to society. It has an annual assignment for the overall financing of its activities, which 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.

Other funding sources come from the participation in international projects, mainly linked to different European competitive calls in Research and Technological Development, and fees charged for training services and sponsorships of events organised by madri+d. However, these other sources of income are not relevant for the Higher Education Quality Assurance Area.

The budget of the Higher Education Quality Assurance Area is linked to the annual assignment from the Government of the Region of Madrid which 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.

The two new quality assurance activities that started their activity in 2022, CUALIFICAM and Sello Sofía, which are offered to Business Schools and universities in Latin America are financed via review fees charged to the assessed institutions. As madri+d is a non-profit organization, the fees for these services are calculated on the principle of covering only the activity costs: payment of experts, travel expenses and indirect costs.

Table 1 shows the budget directly assigned to the Higher Education Quality Assurance Area of madri+d over the last five years.

Year	Budget
2019	1.046.911 €
2020	831.605 €
2021	1.069.312 €
2022	1.024.166 €
2023	1.254.793 €

Table 1 madri+d assignment to Higher Education Quality Assurance Area

Table 2 Shows the income from the CUALIFICAM and Sello SOFIA programmes for the years 2022 and 2023.

Year	CUALIFICAM	Sello SOFIA
2022	166.100 €	14.250 €
2023	211.800 €	30.750 €

Table 2 Income due to service fees for CUALIFICAM and Sello SOFIA

In case of unexpected expenses, the Foundation has flexibility to reassign funds to guarantee that all the evaluation process are operated appropriately.

3.3.2.2 Staff

madri+d staff is composed of 36 qualified professionals that work in all the areas of activity of the organization.

The team dedicated to the Higher Education Quality Assurance Area has maintained stability over the last 5 years with an increase in 2023 when two technical positions were added. Current staff with responsibilities in the Higher Education Quality Assurance Area is composed of four Heads of Unit, three technical and two administrative positions, in addition to the Director, the Manager, the Secretary General of the Foundation, and the common services of Accounting and Communication.

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. However, it is a public funding institution, and therefore, is subject to restrictions to increase its staff.

In order to reinforce the complementary activities in the Higher Education Quality Assurance Area, madri+d maintains a policy or hiring part time experts from the faculty of Madrid universities. These experts provide specific knowledge in different fields and processes, and collaborate as secretaries of some Committees and Commissions, as well as some relevant projects related to studies and singular projects such as CUALIFICAM and Sello SOFIA.

3.3.2.3 Facilities

madri+d's premises are located at Calle Maestro Ángel Llorca, 6, Madrid. The facilities provide adequate and sufficient space for the work of the staff, with a combination of offices, rotating workstations and different meeting rooms that facilitate the work of staff and collaborators, as well as the meetings of the different Commissions and Committees, evaluation panels and working groups.

Since 2020 the offices have been located on the third floor of the building. In 2022, the facilities were complemented by occupying space on the P floor. In 2024, a move from the third floor to the first floor was initiated. The new facilities have been designed to meet the evolving needs, allowing for multiple meeting rooms of different capacities, as well as a modular room with capacity for large meetings, all equipped with videoconferencing options.

During this move, the San Pablo-CEU University, which is close to the Foundation, has collaborated with madri+d by lending classrooms and meeting rooms for the organisation of the meetings.

In the following figures the distribution plans of the premises in the current location the first and P floors.
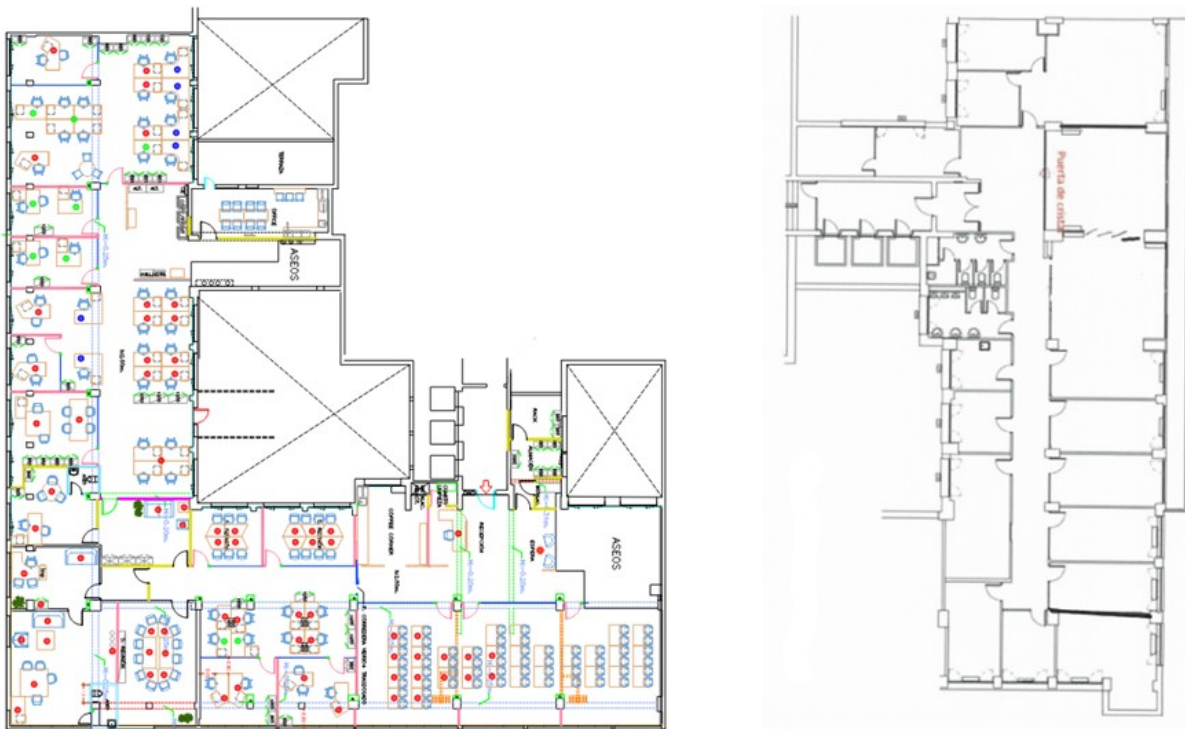
Figure 3 madri+d premises on Calle Maestro Ángel Llorca 6, 1st and P floor.

3.3.3 COVID

Last five years since last external evaluation have been marked by the COVID-19 health crisis that exploded in 2020 and extended through 2021 and even 2022. This pandemic affected all economic, employment and personal activity, in all sectors, in all regions and in all areas of the world.

As it happened to all agencies, it was a challenge for madri+d to provide an adequate answer to the challenges caused by this situation.

In relation to the management of the pandemic from the point of view of the organisation of the work and staff management health prevention measures for all staff were reinforced, and premises were adapted, internal communication tools and strategies were reinforced encourage teamwork, addressing difficulties in handling the workload. Teleworking was effectively implemented. madri+d's administrative processes were already sufficiently digitised for a rapid adaptation to 100% teleworking, as was the case during the period of mandatory confinement and its de-escalation period. The remote access system to the Foundation's servers was reinforced.

Regarding the Higher Education Quality Assurance Area, the previous digitalisation of all the processes made it easy to transfer them to teleworking, both for the Foundation's staff and for the experts and universities involved, avoiding scheduled trips. All visits and evaluation activities were moved online, establishing, and improving, internal operation protocols, implementing videoconferencing tools, online collaboration tools, and providing all internal staff and external experts with training and support for the new procedures.

In this health crisis, madri+d has been demanded to make a considerable effort to support quality assurance the Madrid Higher Education system without abandoning its usual responsibilities. This effort has been shared with all the universities, the National and Regional Ministries with competencies in Higher Education and the rest of the Spanish university quality assurance agencies.

It has to be highlighted that in 2020 madri+d took over the secretariat of REACU, coordinating the response of agencies in order to establish regulations and publish recommendations for the critical aspects affecting the maintenance of quality in Higher Education. Several joint communications, recommendation documents,

coordination meetings with all concerned stakeholders have been issued to provide guidance and support to the entire university community.

3.3.4 International dimension

madri+d, as a full member of ENQA, has participated of the association's activities, attending to all the annual Member Forums and General Assemblies, contributing to the different consultations on topics of interest, actively attending seminars and contributing, to the extent of its possibilities, to the thematic working groups that have been established. An expert proposed by madri+d has been part of the Working Group on micro-credentials that developed its work between 2021 and 2022 which main result has been the "Working group report: quality assurance of micro-credentials", recently been published.

As agency registered in EQAR, also participates in the different consultations from the registry office. madri+d participated in the initial stages of DEQAR project that ended in 2019 with the first database model. Since then and uploads its review reports regularly to this database, making use of automatic uploading tool via API.

Besides its European dimension, madri+d, as most Spanish institutions, has historical cultural links with Latin American countries that facilitate collaboration with Latin American institutions.

Forced by COVID pandemic, quality assuranceof e -learning has gained momentum around the world. In Latin America, the Organización de Estados Iberomericanos, OEI, has promoted the Sello Kalos Virtual Iberoamérica. madri+d has been an active collaborator in this project, in particular in the elaboration of a new model for the accreditation of online degrees in Iberoamerican Higher Education institutions "Guía Iberoamericana de Evaluación de la Calidad de la Educación a Distancia".

Also, during years 2021, 2022 and 2023 collaboration with public administrations, quality agencies and Higher Education institutions in Latin America have been strengthened. Table 3 Participation of madri+d in Quality Assurance events in Latin America.

Date	Event
March 2021	Cooperation agreement with Consejo Superior de Educación de Ecuador, CES, for the development of joint actions in the field of quality assurance in Higher Education.
March 2021	Cooperation agreement with Consejo de Aseguramiento de la Calidad de la Educación Superior of Ecuador, CACES, to collaborate in quality assurance matters and training of external reviewers.
July 2021	Cooperation agreement signed with Organización de Estados Iberoamericanos, OEI, and RIACES to collaborate in the Kalos Virtual accreditation for distance learning degrees.
March 2022	Experience exchange visit with CACES and the Ministry of Education. Quito, Ecuador
September 2022	Participation in the "Ibero-American Seminar on Quality in Distance Education in Ecuador" hosted by the OEI and the Consejo de Aseguramiento de la Calidad de la Educación Superior, CACES. Quito, Ecuador
February 2023	Presentation of the Sello SOFÍA and the procedure for obtaining international university accreditation. Montevideo, Uruguay
March 2023	Presentation of the Sello SOFÍA and the procedure for obtaining international university accreditation. Pereira, Colombia
July 2023	Attendance at "Uleaders: Meeting of Leaders for the University of the Future, Challenges for Ibero-America", hosted by the Universidad César Vallejo. Trujillo, Perú

Date	Event
September 2023	Attendance and participation in the "XX RIACES General Assembly", hosted by AENAES. Asunción, Paraguay
September 2023	Attendance and participation in the "QS Higher Ed Summit: Americas 2023. Regionally focused, globally minded: Collaborating to elevate higher ed in the Americas", hosted by Unicaribe. Santo Domingo, Republica Dominicana
November 2023	Participation in the conference "The Futures of Higher Education", organised by UNIR. Barranquilla, Colombia.
January 2024	Participation in the "II International Seminar on University Quality and Accreditation in Latin America", organised by UNIR. Guayaquil, Ecuador

Table 3 Participation of madri+d in Quality Assurance events in Latin America.

In the last external review the following suggestion was made by the panel:

- The panel suggests including more international experts as members of panels, committees and governing bodies of the agency. They will bring valuable experience and knowledge to quality assurance in Madrid and will help the plans of the agency for internationalisation.

As explained above madri+d has deployed an intense activity on internationalisation towards Latin America. Cooperation has been stablished with renowned institutions such as OEI, CACES and many other administrations and quality agencies. This has led into the development of Sello SOFIA, in which international experts are included. Moreover the current reorganization of the Advisory Committee is an opportunity to engage more international experts in the advisory bodies of madri+d.

3.4 Quality assurance activities

During the 2019-2024 period madri+d has continued to develop its evaluation activities at both programme and institutional level.

3.4.1 Programme level activities

All official bachelor's, master's and doctoral programmes are periodically evaluated in three stages:

- Ex-ante Verification and Modification
- Monitoring
- Accreditation Renewal

As explained in chapter 3.1, the evaluation cycle has been normalised to 6 years. Figure 4 shows the evaluation cycle of official programmes under current legal framework.
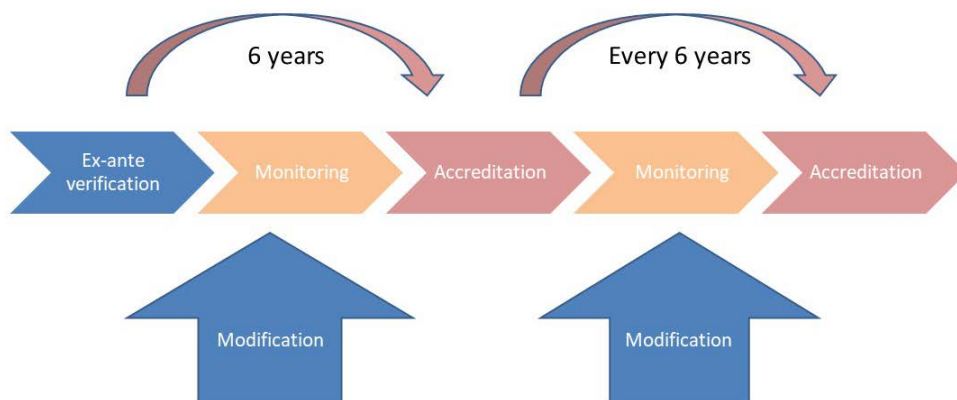
Figure 4 Official programmes review cycle.

3.4.1.1 Ex-ante Verification and Modification of official programmes

This procedure (https://madrimasd.org/calidad-universitaria/evaluacion-acreditacion-verificacion-titulos-oficiales/verificacion-modificacion) reviews proposals for new programmes prior to authorisation to ensure that the requirements established by law are met. The same procedure is also applied when a university wants to make modification of the approved programmes. This process is regulated by Royal Decree 822/2021.

Table 4 shows the number of new programmes proposals or modification of existing programmes evaluated by madri+d during last 5 years. As it can be observed, around 350 programmes are reviewed by this procedure every year.

Year	Bachelor		Master		Doctorate		TOTAL		
	Verification	Modification	Verification	Modification	Verification	Modification	Verification	Modification	
2019	96	121	134	80	7	18	237	219	**456**
2020	58	118	102	77	8	14	168	209	**377**
2021	60	56	94	87	5	6	159	149	**308**
2022	66	84	103	119	1	5	170	208	**378**
2023	56	71	83	134	11	13	150	218	**368**

Table 4 Number of verified or modified programmes by year and EQF level.

Table 5 shows the distribution of knowledge fields of programmes that undergo verification or modification procedure.

Year	Arts	Sciences	Health	Social Sciences	Engineering	Transversal	Doctorate*
2019	25	26	58	204	118	25	--
2020	45	13	85	158	71	0	5
2021	37	15	56	128	53	8	11
2022	33	7	79	171	71	11	6
2023	37	10	71	156	70	0	24

Table 5 Number of verified or modified programmes by knowledge branch and year
*Doctorate Branch commission was created in mid-2020. Before that date Doctorate programmes were evaluated by Field or Transversal Commissions.

3.4.1.2   Monitoring of official programmes

This is a medium-term, desk based, procedure (https://madrimasd.org/calidad-universitaria/evaluacion-acreditacion-verificacion-titulos-oficiales/seguimiento-titulos-oficiales) to review that the quality outcomes of the processes of verification and accreditation renewal are effective. This procedure is regulated by Royal Decree 822/2021.

The review protocol considers two different kinds of monitoring: 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.

Table 6 shows the number of programmes that have undergone a monitoring process during last 5 years.

Year	Bachelor		Master		Doctorate		TOTAL		
	Ordinary	Special	Ordinary	Special	Ordinary	Special	Ordinary	Special	
2019	30	28	43	19			73	47	**120**
2020	31	17	27	28		7	58	52	**110**
2021	16	11	35	34		5	51	50	**101**
2022	57	12	37	45		7	94	64	**158**
2023	11	30	33	51	9	31	53	113	**165**

Table 6 Number of the programmes monitored by kind of process and year.

3.4.1.3   Accreditation renewal of official programmes

This is an ex-post accreditation procedure (https://madrimasd.org/calidad-universitaria/evaluacion-acreditacion-verificacion-titulos-oficiales/renovacion-acreditacion). According to current legal framework official programmes must undergo an accreditation renewal process every 6 years after the initial verification or accreditation renewal. This procedure is regulated by Royal Decree 822/2021.

The review protocol involves the following stages: self-assessment report by the university, site visit by a panel of experts, a review report issued after analysis of the corresponding field Commission.

Table 7 shows the number of programmes that have undergone the accreditation renewal process in last 5 years.

Year	Bachelor	Master	Doctorate	TOTAL
2019	14	141	30	**185**
2020	23	139	15	**177**
2021	20	152	81	**253**
2022	98	0	29	**127**
2023	169	68	16	**253**

Table 7 Number of accreditation renewal processes by year and EQF level.

3.4.1.4 Master programmes in the arts

Higher Education in the arts, provided by specific centres, different from universities, is regulated by Royal Decree 1614/2009. This Royal Decree stablishes the need for master's degrees to be assessed by an external assessment agency in accordance with the protocols established for these courses, as a prior step to their approval by the Ministry of Education, Culture and Sport.

madri+d performs the ex-ante verification and the accreditation renewal of these programmes using the procedures defined for all official degrees, see 3.4.1.1 and 3.4.1.3 of this report.

Table 8 shows the number of master programmes in the arts reviewed by madri+d in last 5 years.

Year	Verification	Accreditation Renewal
2019		
2020	2	
2021	6	
2022	10	
2023	1	8

Table 8 Number of external review of master programmes in the arts by type of procedure and year.

3.4.2 Institutional level activities

Institutional evaluations comprehend a set of normative or voluntary evaluation processes of different aspects of universities or university centres:

- Assessment of the programmes' development plan is a specific, non-binding, procedure, performed under request by the Regional Administration of Madrid when analysing application for the approval of new universities or universities centres.
- 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 a program for the certification of internal quality assurance systems, IQAS, of university centres.
- The Institutional Accreditation is a process, alternative to the programme-by-programme Accreditation Renewal, and that is based on SISCAL madri+d.

3.4.2.1 SISCAL madri+d

SISCAL madri+d is the model (https://madrimasd.org/calidad-universitaria/evaluacion-acreditacion-verificacion-centros-universitarios/siscal-madrid) developed for the IQAS certification of university centres. This model is based on a common protocol for all Spanish agencies established by the General Conference of University Policy (CGPU).

This model has been revised recently, with a new guide approved in December 2023, and its scope has been broadened to include the certification of centres that teach doctoral programmes and to the centres of the universities that manage the non-official programmes.

SISCAL was initially designed to fulfil the requirements for the Institutional Accreditation of university centres, which required the certification of the IQAS of those centres. A general procedure, to be adapted by all Spanish agencies, was established by the General Conference on University Policy in 2018. A new version of the procedure was published in 2022 (https://www.boe.es/buscar/act.php?id=BOE-A-2022-3710), to broaden the scope of the IQAS certification also to the management of doctoral programmes, which was not in the original scope of the Institutional Accreditation.

Furthermore, the Royal Decree 822/2021 and the Royal Decree 640/2021, sets in diverse articles the need of the university to guarantee the quality of all the programmes taught, including non-official ones. Setting under the same umbrella, SISCAL, the IQAS model for both official and non-official programmes, with the needed adjustments and clarifications due to the different nature of the programmes, has been considered the most effective way deal with the external quality assurance of these IQAS.

As the external evaluation of IQAS for non-official programmes is new, and these programmes and their managing units at universities, have different nature from the official ones, the new SISCAL model foresees the universities can opt to an ex-ante "Design of the IQAS certification", limited for the scope of non-official programmes. In this case only the documentation: manuals, procedures, etc. are analysed to evaluate if the IQAS proposed by the university fits the requirements of SISCAL model. At this stage the implementation of the IQAS is not evaluated. Therefore, no evidence is analysed, only the documentation.

Table 9 Shows the number of centres that have obtained SISCAL certification by year. All these certification processes have been carried out applying the first version of the SISCAL guide.

Year	SISCAL certified centres
2019	
2020	8
2021	4
2022	8
2023	9

Table 9 Number of university centres with SISCAL certification by year.

Currently there are some reviews in progress. Of these reviews all of them are centres that provide official Degrees, some of which include doctoral programmes. Up to the date of drafting this report no application for the certification of IQAS of non-official programmes have been received.

3.4.2.2 Institutional Accreditation

This procedure (https://madrimasd.org/calidad-universitaria/centros-universitarios/acreditacion-institucional) regulated by Royal Decree 640/2021 recognizes the capacity of university institutions to guarantee the quality of their programmes consistently. Regulations included in the Royal Decree 822/2021 allows these centres to renew the accreditation of all their programmes without undergoing the processes of external accreditation programme by programme, or the external monitoring of these programmes, and regarding the modification procedure it sets a shorter process.

According to the requirements established in Royal Decree 640/2021, the institutional accreditation will be granted to those centres which:

- hold a certificate of implementation of IQAS.

- have undergone the accreditation renewal of at least 50% of the official degree, master and doctorate programmes taught.

Table 10 Shows the number of centres that have obtained institutional accreditation by year. As it can be observed in year 2019, despite no centre had been certified according to SISCAL model, 3 centres obtained institutional accreditation. These 3 centres had obtained previous accreditation from ANECA which was recognised as valid in order to fulfil the certification of the IQAS requirement.

Year	Institutionally Accredited Centres
2019	3
2020	7
2021	2
2022	4
2023	8

Table 10 Number of centres with institutional accreditation by year.

Institutional Accreditation must be renewed before 6 years of the initial accreditation. Currently madri+d is working to update its Institutional Accreditation guide, to detail the Institutional Accreditation Renewal procedure, adjusted to the requirements Royal Decree 640/2021. The evaluation process will be based in the IQAS certification, SISCAL, as it is the initial Institutional Accreditation. First pilots should be initially implemented in late 2024.

3.4.2.3 Assessment of the programmes' development plan

This procedure (https://madrimasd.org/calidad-universitaria/centros-universitarios/autorizacion-nuevos-centros) has been established in order to assess the requirements of Spanish legal framework for the creation and recognition of universities and public and private university centres, and the procedure for authorizing their operation.

Until July 2021, when it was annulled, Royal Decree 420/2015 set the need of an assessment a programmes development plan of the new centres and universities proposals. Therefore, the Directorate of Universities of Madrid, the body responsible of issuing the resolution on these applications, requested madri+d these reports.

The current in force Royal Decree 640/2021 doesn't explicitly request this assessment by the agency, but Directorate of Universities has decided to keep on requesting these non-binding reports to madri+d.

Table 11 Shows the number of new universities and centres application whose plan has been evaluated programmes by madri+d in last 5 years.

Year	Universities	Affiliated Centres	New Centres
2019	1	1	5
2020	1		1
2021	1	2	
2022	1		
2023	3	1	

Table 11 Number of programmes development plan assessment by year and nature of the applicant institution.

3.4.2.4 DOCENTIA

DOCENTIA (https://madrimasd.org/calidad-universitaria/centros-universitarios/docentia) is a programme developed by ANECA in collaboration with the other Spanish quality agencies that assesses the internal systems developed by universities to evaluate the performance of their faculty. The external evaluation and certification of these system is carried out in three different stages:

- In a first phase the model designed by the university to evaluate its faculty is assessed.

- In a second phase there is a monitoring of the implementation of the model and the recommendations made in previous reports, for at least two years.

- In a third phase the implementation of the model is certified.

Once a university has been certified, implementation is monitored on an annual basis, and certification is renewed 5 years after the initial certification.

Table 12 shows the number of DOCENTIA reports issued for the different phases of development of the models of universities.

Year	Design	Monitoring	Certification or Certification Renewal
2019	1	5	1
2020	1	2	4
2021	2	5	1
2022		7	5
2023	4	1	4

Table 12 Number of DOCENTIA reports issued by year and phase of assessment.

3.5 New external quality assurance activities

3.5.1 Sello SOFIA

As explained in chapter 3.3.4 madri+d has a clear vocation for collaboration with the Ibero-American Higher Education Area. As a result of the collaboration established with institutions such as the Organización de Estados Iberoamericanos, OEI, and different Ibero-American educational institutions and quality agencies, madri+d has decided to develop its international dimension by incorporating a university accreditation programme into its catalogue of quality assurance activities.

The Sello SOFÍA (https://www.madrimasd.org/calidad-universitaria/sello-sofia) responds to the demand received from universities in several Latin American and Caribbean countries that wish to have a seal of accreditation linked to the ESG implemented in the European Higher Education Area, EHEA, and awarded by an evaluation agency listed in the EQAR.

This is a new process, with specific criteria and different from other activities carried out by madri+d, but which make use of the experience of madri+d, mainly in SISCAL madri+d, the experience of the collaboration with the OEI in the development of KALOS seal, as well as the knowledge of a group of experts with a reliable international background.

This new procedure was designed in 2022, and a first pilot evaluation of the Universidad Tecnológica de Pereira (Colombia) was carried out in 2023. After this first pilot experience, the guide has been updated.

At the time of writing this report, several Latin American universities have expressed interest in obtaining SOFIA Seal certification, and they are in the first stages of the accreditation process.

3.5.2 CUALIFICAM

CUALIFICAM (https://madrimasd.org/universidades/cualificam) is a procedure developed by madri+d in cooperation with the most relevant association of business schools, Asociación Española de Escuelas de

Negocios, AEEN, to certify the quality of the Professional Master Programmes. This is a voluntary programme, open to Spanish Business Schools based or not in the Region of Madrid.

The programmes offered by business schools are aimed at professionals. In recent times this training has gained interest from individuals and companies as an agile mechanism to learn specialised skills highly oriented towards employability and excellence in business performance.

Business schools' sector is not regulated as it is the university education. There is a great variety in the quality of rigour of programmes offered. Under similar denominations there are institutions that are highly regarded for their quality training at national and international level and others that do not offer a good level of training.

CUALIFICAM is designed to assess the quality of Professional Master Programmes, certifying the programmes that deserve it, boosting the quality of the training provided and offering to both institutions and society information on the quality of the programmes to make data-oriented decisions.

The programme was designed in 2021 and it had a first successful pilot edition in 2022. After this first pilot 2 more calls have been opened in 2023 and currently there is a new one ongoing.

PART II – FOCUS AREAS

4   ESG Part 3 compliance

4.1   ESG Standard 3.4 Thematic analysis

In the last external review report ESG 3.4 standard was found partially compliant, with recommendations:

- The panel recommends that the agency conducts more thematic analysis and focus on smaller areas instead of big ones so that it can be useful.
- The panel recommends that the agency publishes reports of thematic analysis every year.
  NOTE from EQAR Register Committee. The panel specifically recommended that the agency "publishes reports of thematic analysis every year". While the standard requires that such analyses be published "regularly", it does not impose a specific cycle. The Register Committee therefore underlined that this recommendation should rather be considered a suggestion.

madri+d has strengthened the work in this field, appointing an area responsible with partial dedication. However, in recent years a specific budget item has been allocated and in 2024 two external experts have been hired to work on thematic analysis.

madri+d strategic approach to the compliance of the standard is fundamentally related to the pillar of usefulness. We have opted for carrying out studies that are considered useful for our stakeholders, based on feedback from meta-evaluations, Advisory Board meetings, contact with Technical Quality Units, analysis of regulatory changes, and in-house knowledge of the results and trends of evaluation processes. The development of these studies entails an extra effort in the definition of the work and development of the research, as they are built collaboratively with representatives of the affected stakeholders.

The studies carried out since 2019 are published in our website (https://www.madrimasd.org/calidad-universitaria/nosotros/analisis-tematico/estudios-propios) and can be classified in the following categories:

1.   **Studies designed and conducted madri+d staff.**

   Using as a starting point and primary source the results of our evaluations, choosing topics of interest to our stakeholders, researching collaboratively and with an emphasis on sharing the results.
   The following reports could be included in this category:

   a.   2021. The "Report on good teaching practices in COVID-19 period" (https://www.madrimasd.org/calidad-universitaria/nosotros/analisis-tematico/informe-buenas-practicas-docentes-en-periodo-covid-19).

   The study has analysed the public information on 1200 degrees, studied a sample of 230 of them in depth and carried out approximately one hundred interviews with more than 600 people, including teachers, programme managers, administrative and service staff, students, etc.

   b.   2023. The report "The Renewal of the accreditation of official degrees in the Madrid University System". The result of a thorough investigation carried out thanks to the analysis of the first wave of accreditation renewal reports, those belonging to the period 2015-2018. In Madrid, to speak of this first wave is to speak of a thousand reports, so it is a source of pride for the Foundation to have carried out a study of such magnitude and detail. We would like to continue with a second publication for the following 6 years, 2019-2024, taking advantage of the change in the periodicity of the evaluations introduced by the legislative changes.

   c.   2024. Currently madri+d is working on a study on the Official Combined Study Programmes in the universities of Madrid. These programmes consist of two different Bachelor or Master Degrees which share a common core of subjects and are studied simultaneously, with an adjusted combined academic schedule that extend the duration of the studies for 1 or 2 more years. In Accreditation

Renewal of Programmes that offered both alone and with combined modality, some effects are found regularly. It has been considered strategic to carry out an in-depth study on the origin, current situation and prospective of the offer and implementation of this kind of programmes. At the time of writing this self-assessment report, the study is in full development, we have proceeded to an exhaustive review of the available bibliography, analysis of SIIU indicators, designed and distributed a questionnaire and we are currently carrying out focus groups and in-depth interviews with the related interest groups.

2. **Studies in which we participate as collaborating members of the institutional networks of which we are part:**

   a. 2020. Every year, madri+d collaborates with ANECA and the other Spanish quality agencies in the preparation of the ICU report, Report on the State of Quality in Spanish Universities. This report summarises the activity carried out by the Spanish Quality Assurance Agencies and reflects on relevant issues to promote the improvement of higher education training. Last edition of ICU report was published in 2020, with the outcomes of year 2019. With the COVID pandemic this series was discontinued.

   b. 2024. Currently an analysis of situation of the DOCENTIA procedure is being carried out. This voluntary programme, coordinated between ANECA and all the Spanish agencies, was designed in 2007 Currently, 59% of participating universities are in the implementation phase and 25% are already certified. At this point in time, with the new legislative changes and the programme's own difficulties, DOCENTIA Programme would benefit from a new update, which is proposed as the result of a collective work involving all the agents involved (universities, quality agencies, teaching staff and students) to analyse the situation of the procedure, the strengths and weaknesses and the results obtained up to this moment. The review will be carried out in two phases:

      - Phase I. State of the art of the DOCENTIA programme, to be carried out by each agency. It will be carried out until June 2024 and will conclude with a summer course in which the main findings will be communicated.

      - Phase II. Feedback from participants, planned from June onwards and will conclude with an extensive document and an improvement plan for the DOCENTIA model and programme itself.

3. **Studies that are subcontracted**

   a. 2023. Map of Degrees Offered by Public and Private Universities in the Region of Madrid has been carried out. It has been commissioned by madri+d to the Fundación Europea Sociedad y Educación. This study analyses the evolution and current situation of the programmes offered, their demand and connection with employment. It is structured according to different parameters, such as the public or private condition of the university, the different branches of knowledge of the degrees or the qualification level.

   b. 2024. Currently an analysis of situation of the Verification and Modification procedure is being developed. The work has been commissioned to SUOMITECH, an external consultancy company with expertise in Higher Education and IT systems. The object of this study is to obtain, relate and structure data of the evaluation processes performed in recent years. Various sources of information will be used, such as ANECA's VERIFICA application, which holds the detailed information of all verification processes performed up to 2023 when a new application by the Ministry was designed, the RUCT website and the SICAM, the tool used by madri+d in its programme evaluation procedures. All the data obtained from these three sources must be integrated to carry out the requested study.

The purpose of this study is to improve the process of verification and modification of degrees to reduce the time taken to evaluate each of the programmes proposed by the universities, which would benefit the administrative procedures applied and reduce the economic resources used.

In addition to these thematic analysis reports it is worth to outline the links between thematic analysis and the reports published, see 5.6 ESG Standard 2.6 Reporting of this document. Improvements in the search engine of official programmes evaluation reports provide information for each programme in a high impact visual form, relating the changes that occur over the years and different evaluation processes. This tool, while hasn't still materialised in any analysis document, provides useful and traceable information about the Higher Education system and its improvement that is beyond the mere publication of review reports.

In 2024, taking advantage of the efforts made to systematise the results of the already more than 2200 accumulated evaluation reports carried out between monitoring and accreditation renewal, we have initiated the development of a tool for the management and qualitative analysis of these reports, making use of Artificial Intelligence techniques, that can lead to easy the production of thematic analysis reports. The current information we obtain from our reports has a basic structure with a field for the Committee to which it belongs, the date of the action, and four additional fields relating to the commentary on Strong Points (SP), Modifications (M), Recommendations (R) or Observations (O). These comments are not labelled and therefore, up to now, cannot be directly associated to any of the criteria of the monitoring/accreditation procedure, making it very time-consuming/effort-consuming to obtain concrete conclusions. The aim of the project is the development of a tool that allows, through the application of different heuristic and/or artificial intelligence techniques of increasing complexity, to obtain the labelling and classification of the texts by criteria, maintaining the division into SP-M-R-O. The output could be filtered according to different data fields and therefore provide information to produce focused thematic analysis reports. The techniques to be used are "Bag of Word" in the first place (already implemented), TF-IDF (next phase of the tool) and, if necessary, Transformers techniques.

4.2   ESG Standard 3.6 Internal quality assurance and professional conduct

In the last external review report ESG 3.6 standard was found fully compliant, however EQAR, in its analysis of the report stated that it did not refer enough evidence to demonstrate ESG compliance when making decisions based on reports issued by external agencies not registered in EQAR.

madri+d have maintained and updated the function of its Internal Quality Assurance System, IQAS. This system has been designed to fulfil the ISO 9001 standards and ESG. This IQAS is certified under ISO 9001:2015 by European Quality Assurance, EQA, a certification body accredited by the Entidad Nacional de Acreditación, ENAC. The scope of the certification that includes all the agency activities, plus other performed by other Areas of madri+d related to technology transfer and entrepreneurship is:

Activities for the design and application of systems for the evaluation, certification and accreditation of institutions, programmes, and individuals in the field of Quality in Higher Education. Development of training actions in science, innovation, technology, entrepreneurship, and education. Certification of entrepreneurship mentors

The IQAS follows the PDCA cycle to guarantee the quality of the services provided and their continuous improvement. Besides several operating procedures the continuous improvement cycle is deployed according to the following main stages:

- Plan. Quality Procedure PE01 Establishment of Quality Policy, Quality Objectives and Management Review details how the performance of the institution is reviewed every year by the Directive Team of madri+d. Information on the context of the organisation, the functioning of the Quality System is reviewed, and the activity for the next year is planned. A yearly action plan is deployed into specific actions and projects. All projects and procedures are documented with a detailed schedule, a

description of resources involved, tasks and means of measurement. The flat structure of madri+d allows a direct supervision of the activities by the Direction in the short term.

In the definition of the yearly action plan, which takes place in the Annual Management Review, information of the performance in the previous periods is analysed. Different sources of information are considered, internal and external audits, satisfaction surveys, meta evaluations, results from current procedures and projects, …

- Do. The implementation of the procedures and projects is performed according to the plans established in the Annual Management Review, and the procedures, protocols and guides that define each activity.
- Check. Quality Procedure PM03 Clients and Stakeholders' Satisfaction Evaluation establishes general criteria to obtain feedback from people directly affected by the activities of madri+d. Different tools are used to check the proper working of the activities of the institution:
  - Internal and quality audits check the compliance with ISO 9001 standards as well as with other regulations related to the operations.

  - Supervision of the established procedures and projects provides data and indicators on the functioning of the activities.

  - Satisfaction surveys for attendants are defined for each workshop, training action or event organised by madri+d.

  - Meta evaluation of quality assurance processes after the end of each cycle, with surveys sent to all the stakeholders directly involved in each procedure: reviewers, technical quality units, responsible of higher education institutions, programme coordinators.

  - Evaluation and re-evaluation of the reviewers. This activity is done by secretaries and presidents of the review panels, secretaries, and presidents of review Commissions and madri+d staff. These evaluations are done in terms of Compliance with the deadlines, Application of the evaluation criteria and attitude during the assessment process.

- Act. As explained above, the information obtained from the Check stage of the PDCA loop is analysed every year in the Management Review, and needed actions are scheduled. Moreover, if during the continuous supervision of activities any deviation is detected, proper corrective or improvement measures are set.

A map of the procedures involved in the IQAS, the ISO 9001:2015 certificate, as well as the Quality Policy and the Code of Ethics of madri+d, to which all staff and reviewers must adhere, can be found in its website https://madrimasd.org/fundacion/quienes-somos/calidad-interna. The Quality Policy is the document that establishes the mission and vision of the organisation, as well as the values and commitments in terms of quality and public service in which the institution's activities must be carried out. The Code of Ethics is the document that sets out the standards and principles of conduct for the Foundation's staff and partners.

In addition to the regular functioning of the IQAS two new singular elements that enhanced the performance of madri+d regarding compliance and ethics. In 2022 madri+d defined and implemented a Gender Balance Plan, to prevent discrimination in the institution and to take the needed measures it ever happens. And in 2023 an Ethic Channel, https://madrimasd.org/canal-etico, has been implemented. This tool establishes de protocol to allow efficient communication of any non-compliance or illegal activities committed within the organisation.

Regarding the decisions based on reports issued by agencies not registered in EQAR, in the last review madri+d informed in its Self-Assessment Report that it has reviewed the Accreditation Renewal guide 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. It is worth noting that the number of this decisions was limited and decreasing due to the expected switch from programme review to institutional review, and the motivation for this practice was addressed to reduce the bureaucracy burden that some good programmes that opt to quality labels must face due to the overlapping of external quality assurance procedures.

The compatibility of some external models with madri+d Accreditation Renewal was analysed and formalised in documents using correspondence tables and identifying the needs for further evidence or elements in the organization of the procedure to guarantee ESG compliance. The external review report showed Full Compliance for the standard, but EQAR considered that not sufficient evidence to support this outcome was provided.

A detailed analysis of the situation of programmes that hold accreditations from agencies not included in EQAR showed that in a large majority of cases they also obtain European accreditations provided by agencies register in EQAR. Therefore, in the subsequent revision of the guide of the Accreditation Renewal procedure, the acceptance of international quality accreditations issued by agencies listed in the EQAR was included and the acceptance of agencies not listed in EQAR disappeared.

Following the criteria set before, there is no direct recognition of an accreditation issued by other agency, but the visit phase of the evaluation process is exempted. The university must incorporate suplementary information to be evaluated by the Evaluation and Accreditation Committee, together with the other agency report:

- Self-evaluation report or equivalent document submitted by the university.
- Evaluation report(s) issued by the accreditation agency.
- Proof of having the corresponding seal.
- Tables of data and indicators.
- Report of internal monitoring of the degree.

In the last external review a suggestion was made by the panel:

- The panel suggests that the agency systematizes feedback though its evaluation application so that it becomes routinized.

In order to systematise the feedback, madri+d has chosen to do it through the annual meta-evaluation of all processes, using an online surveys system aimed at all stakeholders. Metaevaluation is based on blocks of stable questions, but which allow flexibility to introduce incremental improvements in the survey process, incorporating specific questions. This solution allows systematising feedback for all quality assurance activities. These surveys provide information on 26 aspects related to the management of the assessment process, the criteria and guidelines of each of the models, the quality of the reports issued, the perceived utility of the process and general satisfaction with madri+d, as well as collecting suggestions and comments for each of the blocks. All surveys are addressed to the evaluators of the different evaluation bodies, the responsible of the universities' technical quality units and the coordinators of the degrees and centres evaluated.

The information collected is made available to the responsible to coordinate each of the quality assurance process so that it can be used as input data in the updates each model and guideline, as well as the improvement of shared elements.

madri+d continues to expand the functionalities of SICAM to integrate the management of more quality assurance activities in this IT system. The new activities integrated in SICAM incorporate the use of feedback tools on the performance of the reviewers. At present, the Accreditation Renewal and Monitoring processes are using this feedback tool.

5 New and updated EQA activities ESG part 2 compliance

5.1 ESG Standard 2.1 Consideration of internal quality assurance

madri+d designs its activities with the aim of ensuring that its evaluations check that programmes and institutions meet the requirements set out for quality higher education in Part 1 of the ESG.

Table 13 show the correspondence of ESG part 1 criteria with the criteria of new or substantively updated quality assurance activities of madri+d.

Standards and guidelines for internal quality assurance	Programme level	Institutional level	
	CUALIFICAM	SISCAL madri+d	Sello SOFIA
1.1 Policy for Quality Assurance	Application 1.4.3 2.2.8	1 8	1 2 6 7 8
1.2 Design and approval of programmes	1.1 1.2 1.3	2	5
1.3 Student-centred learning, teaching and assessment	3.4.1 3.4.2 3.4.5	3	5
1.4 Student admission, progression, recognition and certification	2.2	3	5
1.5 Teaching staff	3.1 3.2 3.3	4	3
1.6 Learning resources and student support	2.1.2 3.4.3 3.4.4	5	4
1.7 Information management	4	6	10
1.8 Public information	1.4 2.1.1	7	9
1.9 On-going monitoring and periodic review of programmes	2.2.8	3 9	11
1.10 Cyclical external quality assurance	1*		2*

Table 13 Correspondence between ESG Part 1 criteria and madri+d' evaluation criteria for new or updated activities
1* CUALIFICAM and SISCAL review cycle is of 6 years.
2* Sello SOFIA review cycle is of 5 years

Correspondence between ESG part 1 criteria and activities that were already performed in 2019 (Ex-ante Verification and Modification of official programmes, Monitoring of official programmes, Accreditation Renewal of official programmes, Master programmes in the arts, SISCAL madri+d, Institutional Accreditation, Assessment of the programmes' development plan and DOCENTIA) was explained in the Self Assessment Report 2019. The analysis by the experts panel was detailed in the External Review Report 2020, with a Fully Compliant conclusion. Since then, these activities have been maintained with no major changes.

CUALIFICAM procedure is an activity specifically designed for Professional Master Programmes provided by Business Schools, as it is explained in chapter 5.2.1. The evaluation criteria consist of 4 dimensions that are broken down into several analysis units. As summarized in Table 13 these analysis units fulfil the evaluation of all ESG part 1 criteria.

Sello SOFIA is a programme based previous programmes, such as SISCAL, and the experience of a group of experts, as it is explained in chapter 5.2.2. The evaluation criteria consist of 10 standards that have, almost, a direct correspondence with ESG part 1 criteria. As this is a programme that evaluates the university, the evaluation of aspects related to the quality policy, the strategy and the overall performance of the institution have been reinforced.

SISCAL madri+d has been updated, broadening its scope, since previous review. The evaluation criteria, and the way they address ESG part 1 fulfilment by universities centres, are generally similar to those established in the initial 2018 model. The main changes that have been introduced are clarifications or particularisations of the general criteria, in the case of centres offering doctoral programmes, as well as for centres offering non-official degrees. Also, a new specific criterion for centres offering doctoral programmes have been added, related to R&D and technology transfer, as this is required by the regulations.

5.2   ESG Standard 2.2 Designing methodologies fit for purpose

All evaluation processes carried out by madri+d take into consideration the context and the legal provisions, as well as the ESG. All procedures are designed to fulfil a common pattern of self-assessment report, previous documentation evaluation plus a site visit by experts, external report, and a follow up.

All procedures are drafted by working groups, with participation from representatives of the main stakeholders, and officially validated and approved by madri+d after informing the higher education institutions.

madri+d, following its internal quality procedures, revises the evaluation guides taking into consideration the stakeholders' feedback, and these procedures are then validated, and their compliance of requirements checked. Every year, or after the end of an evaluation cycle, a meta-evaluation survey is carried out to know the stakeholders' perspective of the processes.

In the last external review, a suggestion was made by the panel:

- The panel suggests that the agency formally involves national/regional student unions in consultation processes, when developing and improving methodologies

As explained in chapter 3.1 madri+d has established contacts, and signed a collaboration agreement, with CREUP, the main association representing students in Spain, to enhance collaboration in all tasks related to quality assurance in higher education.

During the revision process of the new regulations governing academic organisation in Spain, Royal Decree 640/2021, Royal Decree 822/2021 and the new Law of Universities continuous dialogue has been established between CREUP an madri+d, as well as all the other Spanish agencies, in order to find common positions and suggest improvements.

Furthermore, regular student participation mechanisms of madri+d continue to be applied routinely, through working groups and the reviewer training activities in which students participate several times a year.

5.2.1   CUALIFICAM

The CUALIFICAM methodology has been designed based on other evaluation processes already implemented by madri+d as well as some other references such us EFMD Programme and Accreditation Criteria and Recommendations of the European Council related to Higher Education.

The CUALIFICAM certification has been designed in collaboration with the most relevant association of Spanish Business Schools, AEEN. For the development of the methodology, an experts committee was set up with representatives of both madri+d and AEEN, including quality assurance experts. The evaluation model proposed by the working group was finally approved by madri+d in 2022.

The two differential aspects of this procedure with respect to other programmes such as, for example, the Renewal of Accreditation of Official Degrees are:

- The different criteria have been broken down into characteristics of excellence that have a singular relevance in degrees with a professionalising character. These characteristics have been selected and defined having in consideration added value expected in MBA or similar programmes.
- In the evaluation, a qualitative analysis of the criteria is carried out, as well as a quantitative analysis of compliance with the characteristics of excellence.

The guide has been revised each year, taking into account the outcomes of the meta-evaluation surveys. The guide had a first revision in February 2023. The current version can be found in:

https://www.madrimasd.org/calidad-universitaria/cualificam/como-es-modelo-evaluacion

5.2.2 Sello SOFIA

Sello SOFIA methodology is different from other evaluation activities already implemented, as it addresses the accreditation of universities. However, madri+d has made use of the accumulated knowledge in other institutional processes such as SISCAL which evaluates the implementation of IQAS at university centres. It also has benefited from the experience in the collaboration with OEI in the development of KALOS seal, which is specifically aimed at Iberoamerican Higher Education institutions.

For the development of this procedure it was established a working group of experts with deep knowledge of national and international quality assurance models. Members of this working group were integrated in the International Accreditation Committee in charge of driving the procedure.

Sello SOFIA seeks to assess globally the performance of the whole Higher Education institution, while also analysing the quality of the programmes provided by the institution. As a result, three features with respect to other programmes have been reinforced:

- The institutional dimension, through the incorporation of Standard 2 Organisation, Funding and Partnerships, and Standard 7 Links with the Environment, as well as an institutional approach in Standard 1 Policy and Strategy.
- The addition to the evaluation panel of experts in the field of all the areas of knowledge of the programmes taught by the university.
- The requirement that some members of the panel must come from the country where the university is based and have a deep knowledge of the national Higher Education system.

The guide has been revised and updated after the first pilot, taking into account the outcomes of the meta-evaluation survey. The current version was published in 2023, and can be found in:

https://www.madrimasd.org/calidad-universitaria/sello-sofia

5.2.3 SISCAL madri+d

SISCAL madri+d procedure was initiated in 2019. This activity has been quite successful and received positive feedback from Madrid universities during these years.

As explained in chapters 3.1 and 3.4.2.1, in 2021 both regulations about quality assurance of university programmes, Royal Decree 822/2021, and institutional evaluation, Royal Decree 640/2021, were updated. The changes these regulations affected to the scope of the IQAS certification procedures and institutional accreditation.

One mayor change is the natural extension of the scope of the certification all kind of official Higher Education provided by university centres. A new version of the procedure, to be adapted by all Spanish agencies, was published in 2022 (https://www.boe.es/buscar/act.php?id=BOE-A-2022-3710), to broaden the scope of the IQAS certification also to the management of doctoral programmes, which was not in the original scope of the Institutional Accreditation.

Another topic that appears explicitly in new regulations is that universities must establish IQAS to guarantee the quality of both official and non-official education provided. These IQAS are subject to certification by agencies.

In 2023 madri+d initiated a process to update SISCAL procedure in order to improve it according to the experience gained in last years, the requirement to broaden its scope to doctorate programmes and also to non-official programmes.

While official and non-official training have relevant differences in the organization of the programmes, their objectives and contents, the length of the programmes and many other aspects, to madri+d it seemed that the best option to support the rational alignment of IQAS at universities is providing them a single model. This model should take into account the diversity of the training provided.

A working group was set up, with the participation of:

- Experts with experience in SISCAL madri+d and of doctorate programmes. Some of them with academic profile, professional profile and student profile.
- Representatives from both public and private universities. Some of them working in the quality assurance of official programmes and some of them working in the field of non-official training.
- Experts from madri+d staff.

The work of this group lasted until the end of 2023.

The main characteristics of this second version of this guide are:

- The organisation of the evaluations is updated and improved in the light of the experience gained over the previous years.
- A common set of criteria is maintained, with the addition of clarifications or particularisations to the guidelines in the case of centres offering doctoral programmes or centres offering non-official courses.
- A process of ex-ante evaluation of the design of IQAS for non-official courses is established. While since the first design of SISCAL it was assumed that universities are mature enough to design and implement IQAS for official programmes, certification of non-official training is a novelty for Spanish universities, and strong interest in a first evaluation of the documentation has been received.

The updated guide can be found in:

https://madrimasd.org/calidad-universitaria/evaluacion-acreditacion-verificacion-centros-universitarios/siscal-madrid

5.3 ESG Standard 2.3 Implementing processes

madri+d works to guarantee that all the quality assurance processes it implements are reliable, useful, and implemented consistently. They are designed to fulfil the ESG criteria, meet the requirements of the Spanish legal framework and the requisites of the stakeholders, who are involved in the design process.

All external evaluation procedures have guides that describe in detail the organization of the reviews, the composition of the evaluation bodies and the evaluation criteria. They are designed considering the ESG and the best evaluation practices used by European agencies, as well as the common protocols agreed by the

Spanish agencies within REACU. The guides, the related documents, as well as reports are published in their specific sections in the web page of madri+d.

According to the nature of the activity, the review process fit to the self-assessment report, external assessment and site visit by experts, report issuing and follow- up. Desk-based activities (Verification and Modification, Monitoring, Assessment of the programmes' development plan) don't have the site-visit phase.

5.3.1 CUALIFICAM

CUALIFICAM review procedure makes use of a specific application named EVALUE. This application has been designed to both provide support to business schools in their operation, providing a frame for their internal quality assurance activities, where they can upload their documentations, evidence, and registers, as well as serving as a tool for the external review, providing easy and structured access to information to the expert reviewers. The review process has the following phases:

- After an initial application there must be a prior endorsement by the AEEN Advisory Board, to assure that minimum essential criteria needed to start the evaluation process are fulfilled.
- The business school must have a self-reflection process, collect, and upload evidence to EVALUE.
- Access to the documentation is provided to the designed evaluation panel to analyse evidence.
- A site visit of the evaluation panel, when representatives of the main stakeholders of the programmes assessed are interviewed. The standard duration of the visit for one programme is one day.
- After the site visit the experts panel draft an evaluation report, which is analysed by the CUALIFICAM Certification Commission which issues a provisional certification report.
- There is an allegation period after the provisional report when the business school can appeal. Once the final certification report is issued.

- After the final report is issued a follow up of the recommendations is performed, adjusted to the extent of the improvement plan proposed. It is performed after within 3 years for Favourable reports, and within one year for In Revision reports.

5.3.2 Sello SOFIA

Sello SOFIA follows the typical self-assessment, external assessment and site visit by experts, report issuing and follow- up.

There is a first step in the evaluation process, where the application by the university is initially analysed by the International Accreditation Committee to check the viability of the review process. Only after this viability is confirmed a contract is signed and the review starts. The phases of the review process are:

- Elaboration of a self-assessment report by the university
- Analysis of the self-assessment report and the documentation provided by the university by the evaluation panel.
- Site visit with interviews with the main stakeholders of the university. There is not a standard duration of a site visit, as depends on the number of centres and size of the university. In the first pilot process the visit took one week.

-
- Drafting of the evaluation report by the panel.
- Analysis of the evaluation report by the International Accreditation Committee and issue of a provisional report and, after an allegation phase, issue of the final report.
- After the final report is issued a follow up of the recommendations is performed, adjusted to the extent of the improvement plan proposed. It is performed after within 3 years for Positive reports, and within one year for Positive with Conditions reports.

5.3.3   SISCAL madri+d

SISCAL madri+d model generally maintains the mode of operation established in its first version. It follows the typical phases of a review process when assessing the implementation of the IQAS, both in the case of centres that provide official programmes and centres that provide non-official training:

- Despite the process doesn't require of a self-assessment report, at the beginning of the review process the university centre must provide a document with the correspondence of SISCAL criteria and the documents and evidence in the IQAS that show fulfilment of the requirements.
- The university must provide access to the IQAS repository to the reviewers so they can analyse the evidence of contained in the IQAS.
- A site visit of the panel to the centre with interviews with the main stakeholders of the university. The standard duration of a site visit to a centre is one or one and half days.
- Drafting of the evaluation report by the panel.
- Analysis of the evaluation report is made by the International Certification Committee which issue a provisional report and, after an allegation phase, issue the final report.
- After the final report is issued a follow up of the recommendations is performed, adjusted to the extent of the improvement plan proposed. It is performed after within 3 years for Favourable reports, and within one year for In Revision reports.

Regarding first version of SISCAL, follow up of improvement needs has been consistently implemented for reports set "In Revision". Regarding the yearly monitoring of certified centres in the form it was foreseen in the first version of the guide, it showed to impose a huge bureaucratic burden for both university and agency, while not being relevant to the improvement of the quality. Also, in 2020 the COVID pandemic stressed the regular operations of the agency, and this yearly monitoring of centres with positive reports was discontinued. New guide, approved in December 2023 has modified this monitoring of the certification to a mid-term procedure focused in analysing the evolution of the IQAS, and will be applied in the coming months.

It should be noted that SISCAL requires that centres with a positive decision need that every guideline of each of the criteria has obtained a "compliance" rating. If a guideline is rated as "partially compliance", at least an improvement need is identified, and the report set as "In Revision".

New edition of SISCAL madri+d foresees the possibility to apply for the certification of the design of the IQAS, as a step previous to the certification of the implementation of the IQAS. In the case of the assessment of the design of the IQAS the process is desk-based, as it only analyses the manuals and procedures designed by the university before their operation. In this case the phases of the review process are:

- The university provide the documentation of the IQAS (manuals, procedures, other documents) to madri+d.
- The Certification Committee or an expert designated by the Committee analyse the documentation and drafts an evaluation report.
- The Certification Committee issues a provisional report and after an allegation phase, issue the final report.
- The follow-up of this process is done when the university applies for the certification of the implementation of the IQAS, no longer than 3 years after the design certification is approved.

5.4   ESG Standard 2.4 Peer-review experts

madri+d 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 Pool of evaluators that the Foundation has permanently open through its website

(http://www.madrimasd.org/calidad-universitaria/evaluacion-acreditacion-verificacion-titulos-oficiales/banco-evaluadores) 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.

Before participating in any review experts must receive specific training in evaluation criteria and procedure. To this end, the Foundation organises training sessions for the different profiles and evaluation bodies. Also, when formally appointed, experts must commit to comply with the Code of Ethics of the Foundation, https://madrimasd.org/fundacion/quienes-somos/calidad-interna/codigo-etico, that describes 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.

Furthermore, Higher Education institutions may refuse any expert in the manner and time period specified in the evaluation guides, provided that they allege a justified cause.

In 2022 a new application was implemented to allow a better management of the pool of experts. Experts can easily access their profiles and update their information in a web application (https://evaluadores.madrimasd.org). madri+d staff and the secretaries of the evaluation bodies can find the updated information in an easy way, review the full profiles, and access to relevant information such as training received or general rating of the previous performance of the reviewers.

The composition of each evaluation body, and requisites for their members is described in detail in the procedure guides. All evaluation bodies, panels or Commissions, have a student.

The composition of evaluation bodies must have a majority of its members coming from outside Madrid Higher Education System, avoiding conflicts of interest, and providing an external view to the system.

In the last external review some suggestions were made by the panel:

- The panel suggests that the agency improves the selection of student experts through collaboration with Student Unions in such a way that selection and training are done on a regular basis (yearly or every two years)

As mentioned in the previous chapter 3.3.1 and 5.2 of this report, madri+d has signed a collaboration agreement with CREUP and maintains regular communication with this association. In particular of collaboration with CREUP has two main action lines:

1. Participation of madri+d staff in the student stages organised periodically by CREUP.

2. Specific, periodical training actions of madri+d, aimed at students previously trained by and selected at CREUP, focused on madri+d procedures, in order to easily integrate these students into madri+d evaluation bodies.

One of the recurring topics in the meetings with CREUP has been the request for students trained in CREUP's training stages to join the madri+d Pool of Evaluators. The profile and training received by these students is highly valued for their appointment as members of the different panels and commissions.

Other participation mechanisms continue to be routinely applied, through working groups, advisory bodies, and training activities for experts - including students - in which students participate several times a year.

- The panel suggests that the agency increases the number of foreign experts in their evaluation panels to add international dimensions to the assessment processes.

madri+d agrees with the suggestion received. This topic has been chosen to be the development area in this Targeted Review and detailed in Chapter 6 Selected enhancement area: ESG2.4.

- The panel suggests that the agency increases the number of professional practitioners in their evaluation panels to add practical dimensions to the assessment processes.

madri+d reinforced the participation of professional practitioners in its evaluation bodies, with special emphasis on those degrees that grant professional competences. At least one professional member participates in each of the Branch Committees that carry out the Verification or Modification. In the Monitoring procedure professionals have been incorporated to the Monitoring Evaluation Panel. Two professional experts participate in the Social Sciences and Humanities branches. In Accreditation Renewal procedure professional experts have participated in 5 panels and there are 2 professional vocals in the Evaluation and Accreditation Committee. In SISCAL certification two professional experts have participated in diverse review panels.

Furthermore, in the area of Health, during last years up to three different non-binding reports have been requested from the competent professional associations to reinforce the quality assurance of the degrees and their link to the professional performance of graduates.

- The panel suggests that the agency increases the number of experts from outside the Region of Madrid in processes of verification and monitoring.

The regular renewal of the members of the evaluation bodies, including the Verification and Monitoring commissions, the criterion of having a greater participation of evaluators from outside the Madrid university system has been taken into account. At present moment, 54 of the 77 members of the Verification commissions (70%) and 24 of the 38 members of the Monitoring evaluation panels (60%) do not belong to universities in Madrid.

madri+d keeps on working in order to increase the number of experts from outside the Madrid system and also from outside the Spanish system in the coming months.

- The panel suggests that the agency publishes the criteria and procedures used to select evaluators for assessment activities on its website

madri+d has a section on its website to receive experts' applications.

https://www.madrimasd.org/universidades/evaluacion-acreditacion-verificacion/banco-evaluadores

This section has information about the basic criteria for participation in the evaluation processes and the requirements to be fulfilled depending on the profile (academic, student, professional or quality expert).

The criteria that appear on this page are generic and common to any expert, since there is a single, common register used for all evaluation processes. Each evaluation process requires different characteristics of the evaluators, appointment procedures and working methodologies. The specific selection criteria and procedures, as referred to on the website, are set out in the guides that regulate each procedure. These guides are public and accessible through the different subsections on the website.

5.4.1 CUALIFICAM

CUALIFICAM evaluation bodies are the evaluation panels and the CUALIFICAM Certification Commission. They are composed of experts, that meet the common criteria specified above.

CUALIFICAM certification panels are composed of 4 members:

- President, a professional with extensive experience in the areas of knowledge of the programme to be reviewed and knowledge of quality evaluation in the field of Higher Education.
- Secretary, a qualified technician, with knowledge and experience in quality evaluation in the field of Higher Education and training in the CUALIFICAM Evaluation Model.
- Panel vocal, can be a professional or an academic with experience in the areas of knowledge of the programme and knowledge of quality reviews.
- Panel vocal, Student, with training and experience in Higher Education, and in the Evaluation Model.

CUALIFICAM Certification Commission is composed of 6 members:

- President, a professional with extensive experience in the areas of knowledge of the programme to be reviewed and knowledge of quality evaluation in the field of Higher Education.

- Secretary, a qualified technician, with knowledge and experience in quality evaluation in the field of Higher Education and training in the CUALIFICAM Evaluation Model..
- Experts, in sufficient number according to the volume of reviews, can be professional or an academic with experience in the areas of knowledge of the programme and knowledge of quality reviews.

- Student, with training and experience in Higher Education, and in the Evaluation Model.

As Professional Master Programmes are focused on employability and advanced skills required by labour market, the participation of professional experts in reinforced, in comparison to official programmes QA activities, where experts have mainly an academic profile.

The total number of active experts who have participated in CUALIFICAM during 2023 is 59, of whom 13 are students. All the experts have participated in the training sessions that are organized at the beginning of each CUALIFICAM call. Table 15 shows the distribution of experts by origin, and Table 16 shows the distribution of experts by gender.

Madrid	Outside Madrid	TOTAL
41	18	59

Table 14 Distribution of CUALIFICAM experts by origin

Men	Women	TOTAL
34	25	59

Table 15 Distribution of CUALIFICAM experts by gender

5.4.2 Sello SOFIA

The Sello SOFIA evaluation bodies are the evaluation panels and the International Accreditation Committee. They are composed of experts, that meet the common criteria specified above.

The evaluation panels are composed of:

- Chairman: an academic with proven experience and prestige.
- Secretary: with knowledge and experience in the external evaluation of quality systems in higher education.
- Academic or professional vocals with experience in quality assurance.
- Vocal Student in programmes similar to those offered by the institution.
- Optionally, a professional vocal.

The International Accreditation Committee is composed of the following members:

- Chairman: an academic with proven experience and prestige.
- Secretary: with knowledge and experience in the external evaluation of quality systems in higher education.
- Two academic or professional vocals with experience in quality assurance.
- One student vocal.

Due to the nature of the procedure and considering the size of the institution to be assessed and the areas of knowledge in which the degrees offered by the university are included, the number of members of the evaluation panel varies. At least one of the members, but not the majority, of the panel shall be from the

country in which the university is authorised to carry out its activity. One of the members of the panel shall be a professional expert in any of the academic fields of the university.

Table 17 shows the composition of evaluation bodies by the origin of its member. The International Accreditation Committee is composed of 5 members including the secretary. Currently only one university has been accredited. The panel was composed of 8 members, including the secretary. All members received training prior to the evaluation on the procedure and the criteria of Sello SOFIA guide.

Evaluation body	Madrid	Outside Madrid	International	TOTAL
Evaluation panel	3	1	4	8
International Accreditation Committee	3	2	-	5

Table 16 Members of Sello SOFIA evaluation bodies by origin.

Table 18 shows the gender composition of evaluation bodies by gender.

Women	Men	TOTAL
6	7	13

Table 17 Members of Sello SOFIA evaluation bodies by gender.

5.5   ESG Standard 2.5 Criteria for outcomes

The criteria for outcomes are specific for each evaluation and are included in the guides published on the madri+d website before any process is implemented to ensure all stakeholders know them. These guides have been set within working groups that involve relevant stakeholders and experts.

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 in the analysis made by panels is contrasted by different Committees and Commissions.

Regular meta-evaluation or procedures, surveys and reviewer evaluation are implemented to identify possible inconsistencies and implement the required training actions of update of guides that assure consistency in the application of criteria.

In the last external review a suggestion was made by the panel:

- The panel suggests that the agency work with universities on thematic analyses focused on the application of criteria to continue to ensure consistency.

The status of thematic reporting has been detailed in chapter 4.1 of this report.

Regarding the application of criteria, metaevaluations carried out every year on each quality assurance procedure, while not being properly thematic analysis, set the basis to continue to ensure consistency. As stated in chapter 4.2 of this report these metaevaluations are based on surveys sent to all relevant stakeholders. In particular universities representatives. These surveys include questions about evaluation criteria description, evaluation standards definition, reports content, conclusions and coherence, as well as further comments and improvement suggestions fields. The outcomes of these metaevaluations are used to improve the procedures.

5.5.1   CUALIFICAM

As explained in chapter 5.2.1 CUALIFICAM review process and criteria for outcomes feature a slightly different approach to other activities. There is a combined qualitative and quantitative analysis (https://madrimasd.org/calidad-universitaria/cualificam/como-es-modelo-evaluacion).

Each criterion is broken down into excellence characteristics. Each of these excellence characteristics have been assigned a weight according to their relevance in the overall performance of the programme. The sum of all the weights is 100.

The rating of each characteristic depends on a semiquantitative scale that goes from "Complete Fulfilment", when all the punctuation assigned to the characteristic is obtained, to, "Substantial Fulfilment", "Partial Fulfilment", and "Non-Fulfilment", when not a single point is obtained.

According to the final sum of points the outcome of the process is "Negative" (less than 55 points), "In Revision" (between 55 and 70 points) or "Positive". To obtain "Positive" decision, the report must sum more than 70 points and show "Substantial Fulfilment" on a set of characteristics that are considered essential to guarantee the quality of the programme. In case the "Substantial Fulfilment" of these characteristics is not achieved the decision is "In Revision".

Programmes with a "In Revision" decision have a period of one year to implement an improvement plan an improve the rating of the characteristics that don't achieve "Substantial Fulfilment", and after a new shortened review reach a "Positive" decision. The shortened review is performed by the panel that did the original one and is focused on analysing if the Improvement Needs detected in the first evaluation.

As stated above, the evaluation criteria are applied by the evaluation panels in their report in a first phase. The consistency of the analysis and the conclusions is guaranteed by the CUALIFICAM Certification Committee that is responsible for issuing the final reports.

5.5.2   Sello SOFIA

SOFIA criteria for outcomes are clearly defined its guide (https://www.madrimasd.org/calidad-universitaria/sello-sofia) in Chapter 5.

Each standard is rated as "Excellent fulfilment - A", "Fulfilment - B", "Fulfilment with conditions -C" or "No-Fulfilment -D".

Based on the assessment of the 10 standards, the following decisions can be made:

- "Positive with Excellence Mention", when all standards are rated as A or B, and there is a majority of A.
- "Positive", when all standards are rated as A or B, and there is a majority of B.
- "Positive with Conditions", when at least one standard is rated C.
- "Negative", when at least one standard is rated D.

Universities with a "Positive with Conditions" decision have a period of one year to implement an improvement plan to solve the improvement areas identified and after a new shortened review reach a "Positive" decision. The shortened review is performed by the International Accreditation Commission or the panel that did the original one and is focused on analysing if the Improvement Needs detected in the first evaluation. If possible, the review of implemented improvements can be done by analysing records and documents or using video-conferencing tools, in order to avoid unnecessary costs.

As stated above, the evaluation criteria are applied by the evaluation panels in their report in a first phase. The consistency of the analysis and the conclusions is guaranteed by the International Accreditation Commission that is responsible for issuing the final reports.

5.6   ESG Standard 2.6 Reporting

In the last external review report ESG 2.6 standard was found partially compliant, due to reports resulting from the assessments of institutions' programmes development plans were not published.

Reporting is a key point for madri+d, as it is to all quality assurance agencies. Therefore, big efforts are made to provide clear, well-structured and with appropriate content reports for all its activities. Also, consistency in reports issued is needed. The reports must ensure consistency in both the wording and the conclusions reached.

Templates are defined for each activity. Generally, reports consist of a descriptive part with the main findings of the experts, and conclusions, linked to the descriptive parts, that outline strengths and weaknesses detected, providing recommendations and suggestions for improvement. In the training of experts, the drafting of reports is and specific issue for secretaries and other reviewers.

Final reports of different procedures are published on the webpage of madri+d. In those procedures were madri+d is the decision body, decisions are published with the reports. Universities are also required to publish the reports in their respective webpages.

Regarding to reporting in last years madri+d has implemented a search engine que encompasses reports on official programmes from the procedures of Verification and Modification, Monitoring and Accreditation Renewal. This search engine provides complete information with all the reports issued, and visual information about the last accreditation and monitoring process, showing the semiquantitative, A-B-C-D, outcome for each criterion.

madri+d participates in DEQAR (https://www.eqar.eu/about/projects/deqar-project/about-deqar/). Up to the date of drafting this self-assessment report more than 1500 reports have been uploaded to the database. There is, however, a delay in uploading reports to DEQAR due to the automatic uploading process also requires a manual input of some data, and some technical problems, in the process of being solved, have been found in this stage. Also, the addition of new universities and centres has affected to this delay.

Regarding the publication of reports from the assessments of institutions' programmes development plans, that motivated the partial compliance in this standard in last review it must be noted that this is a very specific assessment process within a broader process of authorisation to operate new universities and universities centres. The evaluation reports are only one part of the dossier of authorization conducted by the Regional Ministry of Education. It was considered that this reports, issued only under request of the General Directorate of Universities, should be published by the regional administration, according to the legal administrative procedure and the transparency protocols applicable to the authorization procedure. After new consultation to the General Directorate of Universities, madri+d has been authorized to publish these reports, and they are currently available in madri+d website.

madri+d reports for different procedures are published in:

- Verification and Modification, Monitoring and Accreditation Renewal of Official Programmes
  https://buscadordetitulos.madrimasd.org/

- CUALIFICAM
  https://www.madrimasd.org/calidad-universitaria/cualificam/que-programas-estan-certificados

- SISCAL
  https://www.madrimasd.org/calidad-universitaria/evaluacion-acreditacion-verificacion-centros-universitarios/siscal-madrid/informes-certificacion

- Institutional Accreditation

https://www.madrimasd.org/calidad-universitaria/evaluacion-acreditacion-verificacion-centros-universitarios/acreditacion-institucional/informes-acreditacion

- Assessments of institutions' programmes development plans.

https://www.madrimasd.org/calidad-universitaria/evaluacion-acreditacion-verificacion-centros-universitarios/autorizacion-nuevos-centros/informes.

- SOFIA

https://www.madrimasd.org/calidad-universitaria/sello-sofia/registro-universidades-acreditadas

In the last external review a suggestion was made by the panel:

- The panel suggests the agency that the final reports issued by committees be formally approved by review panels to further reinforce the transparency of the process.

The suggestion made by the panel is very valued. The communication between the commissions and the visit panels working on the different evaluation processes has been reinforced. When the final reports are issued, all the experts who have participated in the process are informed so that they can be aware of the changes made and, in case of disagreement, they can report it.

Regardless this communication mechanism, madri+d's procedures clearly differentiate the functions and responsibilities of each of the bodies involved, and it is clearly established that the Commission is responsible for issuing the reports, although this is done on the basis of the documentation provided by the panel, which includes the visiting report. The rationale behind this is that the Commission must standardise criteria and review the drafting of the reports in the light of an independent reader and adjust them when deemed necessary. This requires that the Commission has the autonomy to modify the reports, even though its judgement may sometimes differ from that of the visit panel members.

5.6.1   CUALIFICAM

At the date of drafting this report 3 calls of CUALIFICAM procedure have been performed, the first pilot in 2022 and two more calls in 2023. Table 19 shows the number of programmes, sorted by the decision.

	Positive	Negative	In revision	TOTAL
2022 C1	30	5		35
2023 C1	13	2	11	26
2023 C2	12	1		13

Table 18 Number of CUALIFICAM reviewed programmes by decision.

Both Positive and Negative reports are published in:

https://www.madrimasd.org/calidad-universitaria/cualificam/que-programas-estan-certificados

5.6.2   Sello SOFIA

As previously informed currently only one accreditation process has been completed. The report of this review can be found in:

https://www.madrimasd.org/calidad-universitaria/sello-sofia/registro-universidades-acreditadas

Both Positive and Negative reports are published.

5.6.3 SISCAL madri+d

At the date of drafting this report 29 centres have been reviewed under SISCAL procedure. Table 9 in section 3.4.2.1 shows the number of reviews by year.

29 certification processes have been carried out in total. Of these 23 obtained a Positive outcome in the first evaluation, while 6 of were classified as "In Revision" and needed of a follow up process to demonstrate that all the improvement needs had been properly addressed.

All of these reviews have been conducted under first version of the guide, with the scope of centres that provide bachelor and master programmes.

At the date of drafting this report 7 centres are being reviewed under the new guide, all of them providing official programmes, 4 of them with at least one doctorate programme.

No review of the university IQAS applied to non-official training has started yet. When reports are issued they will also be published, both IQAS design reports and IQAS implementation reports.

The reports are published in:

https://www.madrimasd.org/calidad-universitaria/evaluacion-acreditacion-verificacion-centros-universitarios/siscal-madrid/informes-certificacion

5.7 ESG Standard 2.7 Complaints and appeals

madri+d received a recommendation in previous external review report:

- The panel recommends the agency to establish and publish a protocol for complaints that is different from appeals with clear instructions for the users.

All the evaluation procedures have the possibility to appeal, allowing the assessed institutions to raise objections, request clarifications or provide suggestions for improvement regarding review reports 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. There are two stages for the appealing, the first one is embedded in the review process, and described in each procedure guide, and follows these steps:

- The different Committees and Commissions related to each QA activity issue provisional reports.
- The Higher Education institutions can submit allegations, in case they find factual mistakes or disagree with the content and/or conclusions included in the provisional report.
- Allegations are analysed by the Commission or Committee related to QA activity, which issue the final reports.

After the final report is issued, there is a second stage when the institution can still submit a claim. These claims are sent via the body which makes the decision, for example in official programmes reviews to the national Council of Universities, or directly to madri+d. These claims are analysed by the Guarantees and Complaints Committee, an independent body, comprised of experts that don't participate in the review processes.

madri+d has diverse channels to receive and analyse complaints and comments from reviewed institutions and other stakeholders about its QA activities. These channels include direct attention by madri+d staff, comments in meta-evaluation surveys and meetings of the Advisory Council and Board of Trustees. Close contact and service orientation of madri+d have proved these are the preferred mechanisms by users to inform about their complaints. However, there was a lack of a specific, public procedure to submit and formally register complaints, other than the general contact form in the webpage which was not used.

madri+d has defined a new procedure within its IQAS, PM07 Complaints, Suggestions and Commends Management, and published in a specific section in its website together with a public [complaints, suggestions and congratulations mailbox](#). This mailbox was approved at the beginning of 2023 and the current version of the procedure was approved in June 2023. Information about the working of the mailbox has been sent to the

At the moment of drafting this report 7 communications have been received via this mailbox:

- 1 Commend about the professionalism and service provided by staff to universities.
- 2 Suggestions, of which
    - 1 had to be with information about Notiweb.
    - 1 had to do with information from another agency about their website.
- 4 Complaints, of which
    - 1 turned out to be a request for information.
    - 3 turned out to be complaints that had not to do with madri+d activities but about universities issues.

The average time to answer these communications is 7.3 days.

5.7.1 CUALIFICAM

At the time of writing this report, 27 allegations have been received in CUALIFICAM. All of them have been fully processed.

- 8 allegations were received in the first call of 2022, all of them from the same Business School.

- 11 allegations were received in the first call of 2023.

- 8 allegations were received in the second call of 2023.

After analysing the allegations received, the CUALIFICAM Certification Commission updated the report in all cases, but one of the second call of 2023. The allegations led to changes in the scoring of some of the 100 units of analysis, but it didn't change the decision held in the provisional reports.

Two claims have been received, after the issuing of the final report. Complaints are received by the Director of madri+d, president of the CUALIFICAM Certification Commission, who forwards them to the secretary of the Guarantees Committee for its analysis. These claims have been analysed by the Guarantee and Complaints Committee. The first one was rejected, while the second one is currently being processed.

5.7.2 Sello SOFIA

To date, only the first pilot review for the certification of one university has been finished. No allegation, claim or complaint has been received after the final report was issued.

In case a claim is received, it should be directed to the President of the Accreditation Commision and forwarded to the secretary of the Guarantees Committee for its analysis.

6 Selected enhancement area: ESG 2.4

madri+d has selected as enhancement area for this Targeted Review the ESG 2.4 Peer Review Experts, with the main goal of finding consistent mechanisms to incorporate international experts into its evaluation bodies. There are some details about the fulfilment of this standard by new activities in chapter 5.4 of this report, as the general mechanism to engage experts is common to all procedures.

While obtaining fully compliant rating in last review, also the panel also suggested to include more international experts as members of the panels, committees, and governing bodies. madri+d agrees with panel and the recommendation as the participation of international experts enriches evaluation processes with

different points of view, which is good for the reviews themselves, as well as for the agency and the universities.

madri+d has been successful integrating most experts outside the Madrid Higher Education System, who bring a different view, but most of them belong to other universities in Spain. This has some advantages, as they deeply know the details of the context of the universities and programmes taught, the details of legal regulations, and the overall functioning or the Spanish system. But it has the disadvantage that their approach to reviews is quite similar to the one of experts from Madrid, lessening the benefits of using international experts.

In the past, some initiatives to boost the participation of international experts were taken:

- In 2014, the web section with the form to join the madri+d's Pool of Experts was translated into English and disseminated through various media, including other quality agencies. Although some registrations were registered, in practice many of the registered international experts lacked proficiency using Spanish language, and some other didn't fit the specific required profile to participate in the panels. Currently the application to apply to the Pool of Experts works only in Spanish.

- Some requests for reviewers were channelled through other European agencies, was used for a limited period, but the first experiences with reviewers that participated in desk-based such as Verification and Modification didn't meet the expectations, as experts couldn't cope with the workload and the detailed analysis required by national regulations in time.

Analysing the high cost of effectively incorporating international experts, and the high volume of evaluations to be managed, which require an agile operation in all stages of the review processes, there are currently no international reviewers in evaluation bodies, except for a few cases of Spanish academics working in universities in other countries.

Sello SOFIA is the exception to this lack of international experts. As a result of the strengthen of the international dimension of madri+d towards Latin America links with other countries and agencies have been made, and some interesting activities regarding training experts have been made:

- On July 2021 madri+d signed an agreement with the Organización de Estados Iberoamericanos, OEI, and RIACES to collaborate in the Kalos Virtual accreditation for distance learning degrees.

- On March 2021 madri+d signed an agreement with the Consejo Superior de Educación (CES) of Ecuador for the development of joint actions in the field of quality assurance in higher education.

- On March 2021 madri+d signed an agreement with the Consejo de Aseguramiento de la Calidad de la Educación Superior of Ecuador, CACES, to collaborate in quality assurance matters and training of external reviewers.

- On 14 and 15 July 2021 madri+d delivered an online training course for international peer reviewers selected by CACES in Ecuador.

More detail about collaboration with Latin American institutions can be found in chapter 3.3.4 of this report.

As a result of this focus in the Latin American dimension and linked to a programme with specific international scope as Sello SOFIA, the participation of international experts in this programme is relevant. It is established that experts from local country must participate in evaluation panels, and knowledge of different Higher Education system is a real need.

PART III – SWOT ANALYSIS

Madri+d launched its strategic plan for the period 2019-2022 which included a SWOT analysis as well as some strategic axes to develop its activities. This SWOT analysis has been revised and updated by the staff of madri+d to the light of the recent changes in the context of the agency and the information collected from stakeholders in the regular meta evaluation processes.

The conclusions of this analysis are shown the outcomes of this analysis.

Strengths

- Service orientation I: Efficient and effective use of available resources, complying with regulatory requirements, maintaining the rigour, transparency, and credibility of the evaluations. IT tools have been developed to support and streamline the assessment processes: SICAM, EVALUE, Pool of Experts, Public Database of Programmes, among others.
- Service orientation II: Capacity to adapt to change: Continuous improvement of processes, adaptation of guides to regulatory changes. Incorporation of teleworking methodologies. High valuation perceived by the universities.
- Service orientation III: Vocation to accompany an innovative sector, providing answers to new needs, through new assessment models: CUALIFICAM and SOFIA Seal.
- Experienced and consistent staff, committed to the Foundation and highly valued by universities in annual surveys. In recent years, despite restrictions, the number of the Foundation's technical staff has increased.
- An extensive pool of evaluators trained by the Foundation (prestigious academics, students, and professionals) who are committed to the evaluation tasks and who carry out their work efficiently and with high quality.
- Fluid dialogue with other agents involved in university quality processes: universities through their vice-rectorates for quality and technical quality units, the administration of the Region of Madrid and the national administration, as well as excellent relations with the rest of the Spanish agencies, grouped in REACU, and with the rest of the European agencies and institutions. ENQA membership and registration in the EQAR register confer prestige and international recognition, beyond compliance with Spanish regulations.
- Deep knowledge of the Spanish and Madrid Higher Education System, as result of many years of work and collaboration.
- Commitment and support from the administration of the Region of Madrid improve a high-quality Madrid Higher Education System, providing sufficient funding for the activities of madri+d.
- A dynamic and expanding university system, with public institutions with a long tradition and a private sector in continuous change and growth.

Weaknesses

- Despite the increase in recent years, the number of technical staff is still small for the high volume of competences, external quality assurance programmes and the dimension of Madrid Higher Education System.
- Flat organisational structure which, while facilitating the agility of the work, allows few opportunities for career development, in opposition to a very dynamic and in-demand university sector for specialised profiles.
- Regulated evaluation processes are free of charge for universities, paid for with the annual nominative allocation of the Madrid Regional Government. There is no penalty for submitting applications for

evaluation without the necessary preparation, which increases unnecessarily the number of evaluation processes.

- Difficulties in accurately planning the volume of evaluations. Evaluation processes are imposed by regulations, and the number of applications depend on universities.
- The high volume of evaluation processes involves the participation of many and varied external experts, which requires a high and continuous effort in training and monitoring to maintain consistency in the application of criteria.

Opportunities

- The European impulse to innovation in the Higher Education System opens up possibilities for innovation and broadening the scope of madri+d' activities: European Universities, European Degrees, Micro-credentials and accreditation of alternative providers.
- Extension of the scope of action to Latin America, a region with which has historical ties with Spain, and which has a high appreciation for the work of European agencies registered in EQAR and members of ENQA.
- Potential approval of a new Law on Universities of the Region of Madrid in the coming months, which can strengthen the role of madri+d in the university system.
- Participation in international projects, in collaboration with Madrid universities and relevant European institutions, development of projects of great interest: European Degrees, Micro-credentials Ecosystem, etc.
- madri+d' capacity to provide the Madrid Higher Education Area with tools and models adapted to its specific characteristics, which boost the quality and recognition of higher education institutions. Confidence shown by regional and national administrations in the work of madri+d.
- Capacity for growth in international relations: collaboration with other ENQA agencies, collaboration with other international agencies (generic, thematic, etc.).

Threats

- Continuous increase of workload, due to the growth of the Madrid Higher Education System, with several new universities created in recent years, and a proliferation of new and innovative degrees, and the impact of the future Law on Universities of the Region of Madrid with a potential increase of madri+d's evaluation competences.
- The dynamism of the university sector and the requirements of the Spanish legal framework have increased the pressure on universities to create and approve new degrees, which is transmitted on to madri+d evaluation processes.
- In Spain, multiple regional agencies operate in addition to the national one. While all agencies follow the same regulations and principles and there is fluid collaboration, the differences, within the autonomy of each institution, in the interpretation of criteria, leads to continuous comparisons by universities and pressure to apply the least demanding criteria.
- Although a compact staff may have advantages, there is a big risk of loss of knowledge in the organisation as it is concentrated in a few people. This risk is increased by the growing demand for specialised profiles in universities.
- The possibility of new changes in Higher Education regulations at European or National level, beyond the control of madri+d and the other agencies, may force unplanned changes in the work and update deadlines.

PART IV – CONCLUSIONS

madri+d is an institution that provides key quality assurance services to the Madrid Higher Education System. As an agency included in the EQAR register, it meets all the requirements to carry out the external quality assurance tasks of the Madrid system, the largest in Spain in terms of universities, centres and degrees implemented, with total professionalism since 2015.

The Foundation faces some challenges in the coming years:

- The growth of the Madrid Higher Education System, accelerated from 2020, with the authorisation of new universities, which results in an increase in the tasks entrusted to madri+d and a growth in the numbers of programme and institutional reviews.
- Broadening the scope of its activities beyond the official programmes offered by universities.
  It is necessary to incorporate, as foreseen in the new version of SISCAL, the quality assurance of non-official teaching, of special relevance in recent years with the promotion of the micro-credential ecosystems initiatives launched by the European Commission and the Spanish Ministry of Science, Innovation and Universities.
  The demands for extend madri+d quality assurance activities to other providers, as is the case of business schools under the CUALIFICAM procedure.
  The growth of its international dimension, mainly towards Latin America, with countries that share cultural, historical and economic ties with Spain, and whose students seek Higher Education, with the mark of quality offered by the European agencies member of ENQA and EQAR, reinforcing Sello SOFÍA as a proposal for internationalization of madri+d in the context of institutional accreditation in Latin America and other regions at the global level
- New initiatives and opportunities in a changing European Higher Education landscape, European Universities, European Degrees, etc.
- The changing legal framework, in which aspects of the regulations approved in 2021 and 2023 at national level are still being adjusted, and with the possibility of a new Law on Universities being established in the Region of Madrid.
- Reinforce the thematic analysis, useful to the Madrid Higher Education Area, making use of the initiatives currently in development to use Artificial Intelligence tools.
- Reinforce its Pool of experts, increasing the participation of international experts in all quality assurance procedures.

To meet all these challenges, madri+d has the support and commitment of all the universities in Madrid, all the institutions represented in its Board of Trustees and, the administration of the Region of Madrid, particularly the General Directorate of Universities. madri+d also counts with the strength of its staff that, although limited in size, is highly qualified and committed to its service work.

All of this is reinforced by the institution's vocation for continuous improvement, identifying and resolving weaknesses, in close collaboration with our partners, experts and Spanish and European agencies.

GLOSSARY OF TERMS

ACAP	Agencia de Calidad, Acreditación y Prospectiva de las Universidades de Madrid Agency for Quality, Accreditation, and Prospective of Madrid Universities
AEEN	Asociación Española de Escuelas de Negocios Spanish Association of Business Schools
ANECA	Agencia Nacional de Evaluación de la Calidad y Acreditación National Agency for Quality Assessment and Accreditation of Spain
CACES	Consejo de Educación de la Calidad de la Educación Superior de Ecuador Council for Quality Education in Higher Education in Ecuador
CEIM	Confederación Empresarial de Madrid Madrid Business Confederation
CREUP	Coordinadora de Representantes de Estudiantes de Universidades Públicas Coordinator of Student Representatives of Public Universities
CRUMA	Conferencia de Rectores de las Universidades Madrileñas Conference of Presidents of PubliC Universities in Madrid
CSIC	Consejo Superior de Investigaciones Científicas Superior Scientific Research Council
EHEA	European Higher Education Area
ENAC	Entidad Nacional de Acreditación National Accreditation Body
ENQA	European Association for Quality Assurance in Higher Education
EQAR	European Quality Assurance Register for Higher Education
ESG	Criteria and Guidelines for Quality Assurance in Higher Education, ESG.
IQAS	Internal Quality Assurance System
madri+d	Fundación para el Conocimiento madri+d
OEI	Organización de Estados Iberoamericanos Organisation of Ibero-American States
REACU	Red Española de Agencias de Calidad Universitaria Spanish Network of University Quality Agencies
UDIT	Universidad de Diseño, Innovación y Tecnología

UNED	Universidad Nacional de Educación a Distancia
UNIE	Universidad Internacional de la Empresa