

VERSION	01
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PK01. Portfolio Design & Review

PK01.01 New Programs Design and Validation

TYPE / DIMENSION	Key Process / Dimension 2. Design, Approval and Implementation of Training Programmes (AQU Catalunya)
OWNER/S	Academic Director / Quality Assurance Officer
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Establish a structured and quality-assured process for the design, validation and approval of new academic programmes at C3S Business School, ensuring their academic coherence, relevance, feasibility and compliance with AQU Catalunya standards and ESG principles.

2. DESCRIPTION

Scope and Principles

The design of new programmes at C3S Business School responds to identified academic, professional and societal needs and is guided by:

- The institutional mission and strategic objectives.
- Market and sector analysis relevant to the programme field.
- Stakeholder input (students, faculty, employers, alumni).
- Regulatory and accreditation requirements.
- Availability of adequate academic, human and material resources.

The process applies to all new degree programmes, diplomas or executive programmes offered by the institution.

Identification of Need

A new programme proposal may originate from:

- Strategic priorities defined in the institutional plan.
- Market and employability analysis.
- Employer or professional sector input.
- Academic innovation initiatives.
- Internal review findings (results analysis, surveys, audits).

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The Academic Director evaluates the initial rationale and confirms alignment with institutional strategy.

Preliminary Feasibility Analysis

Before formal design begins, a feasibility analysis is conducted, including:

- Target student profile and demand estimation.
- Academic relevance and differentiation.
- Resource requirements (faculty expertise, facilities, IT, learning resources).
- Financial sustainability.
- Delivery modality and scheduling.
- Risks and mitigation measures.

The feasibility analysis is reviewed by the Institutional Director.

Programme Design

Once feasibility is confirmed, the Academic Director coordinates the programme design, which includes:

- Programme objectives and learning outcomes.
- Alignment with qualification level (where applicable).
- Curriculum structure and sequencing.
- Teaching and learning methodologies.
- Assessment system and grading criteria.
- Internship, project or capstone components (if applicable).
- Faculty profile and allocation.
- Student support mechanisms.

Design must ensure internal coherence and constructive alignment between learning outcomes, teaching methods and assessment.

Internal Validation

The draft programme proposal is reviewed through:

- Quality Review (QA Manager):
 - Alignment with IQAS procedures.
 - Compliance with AQU and ESG requirements.
 - Adequacy of indicators and monitoring mechanisms.
- Academic Review:
 - Validation of academic content and learning outcomes.
 - Review of workload and assessment balance.

Comments and required revisions are documented and addressed before approval.

Formal Approval

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The final programme proposal is submitted to the Governing Board for approval. The approval confirms that:

- Academic quality requirements are met.
- Resources are adequate and sustainable.
- The programme aligns with institutional strategy.

Approval is recorded in the official minutes.

Preparation for Implementation

Once approved:

- The programme is incorporated into the institutional portfolio.
- Public information is prepared and validated (PST03.01).
- Academic and administrative units are informed.
- Monitoring indicators are defined for the first implementation cycle.

Monitoring and Improvement

The first edition of the programme is subject to enhanced monitoring, including:

- Student satisfaction analysis.
- Academic performance review.
- Resource adequacy assessment.

Results feed into programme review processes (PK01.02) and the IQAS Action Plan (PCI01.02).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Academic Director	Leads programme design and coordination.
Faculty	Contribute to curriculum design and academic validation.
Quality Assurance Manager	Ensures compliance with IQAS and AQU standards.
Institutional Director	Validates feasibility and strategic alignment.

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Employers / External Experts	Provide input on relevance and skills needs.
Governing Board	Approves the final programme proposal.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Programme Proposal Document	Academic Director
Record	Feasibility Analysis Report	Academic Director
Record	Internal Validation Report	QA Manager
Record	Governing Board Approval Minutes	Institutional Director
Record	Programme Monitoring Plan	QA Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of new programmes approved	Approval records	Annual	≥ 80%	Approved proposals / Submitted proposals
Compliance with design schedule	Project plan	Per programme	100%	Milestones achieved / Planned milestones
Student satisfaction in first edition	Surveys	End of edition	≥ 80%	Average satisfaction score
Achievement of initial enrolment targets	Enrolment data	First intake	≥ 75%	Actual enrolment / Target enrolment

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6. VERSION HISTORY

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PK01. Portfolio Design & Review

PK01.02 Programmes Review and Modification

TYPE / DIMENSION	Key Process / Dimension 2. Design, Approval and Implementation of Training Programmes (AQU Catalunya)
OWNER/S	Academic Director / Quality Assurance Officer
VERSION	v01 (Initial)
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1. PURPOSE OF THE PROCEDURE

Define the systematic process through which existing academic programmes at C3S Business School are periodically reviewed, updated, and modified to ensure their continued academic quality, relevance, effectiveness, and compliance with AQU Catalunya standards.

2. DESCRIPTION

Scope and Principles

Programme review and modification ensures that:

- Academic content remains current and relevant.
- Learning outcomes are being achieved effectively.
- Teaching, assessment, and workload are coherent.
- Student support and resources are adequate.
- Identified weaknesses are addressed in a timely manner.

This procedure applies to all programmes offered by C3S Business School, regardless of level or delivery mode.

Triggers for Programme Review

Programme review may be initiated through:

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- Annual Programme Monitoring Reports.
- Student, alumni, faculty or employer feedback.
- Results analysis (PST03.02).
- Claims and suggestions (PST02.02).
- Internal audit findings (PST03.03).
- Changes in academic, regulatory or professional requirements.

Reviews may be periodic (scheduled) or extraordinary (ad hoc).

Review Process

- Compilation of Evidence

The QA Manager collects relevant data, including:

- Academic performance indicators.
- Student progression and completion data.
- Satisfaction survey results.
- Faculty evaluations.
- External feedback and benchmarking data.

- Academic Analysis

The Academic Director leads an analysis focusing on:

- Achievement of learning outcomes.
- Curriculum coherence and sequencing.
- Teaching methodologies and assessment effectiveness.
- Alignment with professional and market needs.

- Identification of Improvement Needs

Strengths, weaknesses and risks are documented, and potential modifications are proposed.

Classification of Modifications

Proposed changes are classified as:

- Minor Modifications: Adjustments that do not alter the programme's structure or learning outcomes (e.g., updates to content, teaching methods, assessment weighting).
- Substantial Modifications: Changes affecting learning outcomes, structure, workload, delivery mode or admission requirements.

The classification determines the required approval and validation steps.

Validation and Approval

- Minor modifications are validated internally by the Academic Director and QA Manager.
- Substantial modifications require:

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- o Extended academic review.
- o Approval by the Governing Board.
- o Update of public information and documentation.

All decisions are recorded formally.

Implementation of Modifications

Once approved:

- Teaching guides and programme documentation are updated.
- Faculty and staff are informed of changes.
- Students are notified when modifications affect their academic path.
- Updated information is published following PST03.01.

Monitoring of Modified Programmes

- Modified programmes are subject to enhanced monitoring during the first implementation cycle.
- Effectiveness of changes is evaluated using performance and satisfaction indicators.
- Additional actions are proposed if expected improvements are not achieved.

Integration with Continuous Improvement

All modifications and outcomes are integrated into:

- Programme Monitoring Reports.
- Quality Action Plan (PCI01.02).
- Annual IQAS Review (PST01.04).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Provide feedback through surveys and representatives.
Faculty	Participate in academic review and propose modifications.
Academic Director	Leads review and validates academic coherence.
Quality Assurance Manager	Ensures compliance and documentation control.

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Institutional Director	Approves substantial modifications.
Employers / External Partners	Provide input on professional relevance.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Programme Monitoring Report	QA Manager
Record	Programme Modification Proposal	Academic Director
Record	Validation and Approval Records	Institutional Director
Record	Updated Programme Specifications	Academic Administration
Record	Public Information Update Log	Communications Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of programmes reviewed annually	Review schedule	Annual	100%	Programmes reviewed / Programmes offered
% of improvement actions implemented	Action Plan	Annual	≥ 80%	Actions implemented / Actions proposed
Student satisfaction after modifications	Surveys	After implementation	≥ 80%	Average satisfaction score
Reduction in recurring issues	Monitoring reports	Annual	≥ 20% reduction	Comparison year-on-year

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v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

PK01. Portfolio Design & Review

PK01.03 Programmes Discontinuation

TYPE / DIMENSION	Key Process / Dimension 2. Design, Approval and Implementation of Training Programmes (AQU Catalunya)
OWNER/S	Institutional Director / Academic Director / Quality Assurance Manager
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Establish a regulated and transparent process for the discontinuation of academic programmes at C3S Business School, ensuring the protection of students' academic rights, institutional accountability, and compliance with quality assurance standards.

2. DESCRIPTION

Scope and Principles

Programme discontinuation is considered an exceptional measure and is governed by the following principles:

- Safeguarding the academic progression and completion rights of enrolled students.
- Ensuring transparency and timely communication.
- Basing decisions on objective, documented evidence.
- Complying with institutional policies and AQU Catalunya standards.
- Maintaining academic quality throughout the phase-out period.

This procedure applies to all programmes offered by C3S Business School.

Triggers for Discontinuation

A programme may be proposed for discontinuation due to:

- Persistently low enrolment or demand.
- Unsatisfactory academic or quality indicators.

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- Structural changes in institutional strategy.
- Resource constraints or sustainability concerns.
- Changes in regulatory or accreditation frameworks.
- Overlap or redundancy within the programme portfolio.

Triggers must be documented and justified through evidence.

Preliminary Assessment

The Academic Director and QA Manager conduct a preliminary assessment including:

- Analysis of performance indicators over multiple cycles.
- Student and alumni feedback.
- Resource availability and sustainability analysis.
- Impact assessment on students, staff and institutional reputation.

The assessment concludes with a recommendation to either:

- a) Continue the programme with improvement actions, or
- b) Initiate the discontinuation process.

Decision and Approval

- The discontinuation proposal is submitted to the Governing Board.
- The decision must include a phase-out plan ensuring student protection.
- Approval is formally recorded in the Governing Board minutes.

Phase-Out Plan

The phase-out plan defines:

- Last intake date (if applicable).
- Timetable for programme completion.
- Teaching, assessment and examination arrangements.
- Student support measures and academic advising.
- Faculty and staff allocation during the transition.
- Communication strategy for stakeholders.

No new students are admitted once discontinuation is approved, unless explicitly authorised.

Communication to Stakeholders

Once approved:

- Current students are informed individually and in writing.
- Faculty and staff are briefed on their responsibilities.
- Public information is updated in accordance with PST03.01.
- External partners are informed if affected (e.g., internships).

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Communication must emphasise student rights and support mechanisms.

Monitoring During Phase-Out

- The QA Manager monitors academic delivery and assessment during the phase-out period.
- Student satisfaction and progression are tracked closely.
- Any risks to completion are addressed immediately.

Closure and Documentation

After the final cohort graduates:

- A closure report is prepared summarising the process and outcomes.
- Documentation is archived according to IQAS documentation control rules.
- Lessons learned are integrated into strategic planning and portfolio management.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Receive individualised academic guidance and support.
Faculty	Ensure academic delivery and assessment continuity.
Academic Director	Leads academic planning and phase-out execution.
Quality Assurance Manager	Monitors quality and compliance throughout the process.
Institutional Director	Oversees decision-making and stakeholder communication.
Governing Board	Approves programme discontinuation.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Programme Discontinuation Proposal	Academic Director

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Record	Impact and Feasibility Assessment	QA Manager
Record	Phase-Out Plan	Academic Director
Record	Governing Board Minutes	Institutional Director
Record	Programme Closure Report	QA Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of students completing programme successfully	Academic records	End of phase-out	≥ 90%	Students graduated / Students enrolled
Number of unresolved student incidents	Claims register	Phase-out period	0 critical cases	Count of unresolved issues
Compliance with phase-out schedule	Phase-out plan	End of process	100%	Milestones met / Milestones planned
Student satisfaction during phase-out	Surveys	End of process	≥ 80%	Average satisfaction score

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PK02. Teaching & Learning Management

PK02.01 Course Planning and Teaching Guides

TYPE / DIMENSION	Key Process / Dimension 5. Teaching Staff and Teaching Resources / Dimension 6. Learning Outcomes and Assessment (AQU Catalunya)
OWNER/S	Academic Director / Programme Coordinators
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the process for planning courses and developing teaching guides at C3S Business School, ensuring academic coherence, transparency, consistency in teaching delivery, and alignment with programme learning outcomes and AQU Catalunya quality standards.

2. DESCRIPTION

Scope and Principles

Course planning and teaching guides constitute the core academic reference for students and faculty. This procedure ensures that:

- Each course contributes effectively to the achievement of programme learning outcomes.
- Teaching, learning and assessment activities are coherently aligned.
- Students receive clear and complete information prior to the start of each course.
- Teaching practices are consistent across programmes while allowing academic flexibility.

This procedure applies to all courses delivered by C3S Business School.

Teaching Guide Structure

Each course must have an approved Teaching Guide, including at minimum:

- Course title and code
- Programme and academic year
- ECTS or workload allocation
- Learning outcomes
- Course content and structure
- Teaching and learning methodologies
- Assessment methods and weighting

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- Assessment criteria and rubrics (when applicable)
- Required and recommended learning resources
- Teaching staff responsible
- Academic calendar and key dates

Course Planning Process

- Initial Drafting
 - Programme Coordinators assign faculty responsible for each course.
 - Faculty prepare the teaching guide using the institutional template.
- Academic Review
 - Programme Coordinators review coherence with programme outcomes and sequencing.
 - Workload distribution and assessment balance are verified.
- Quality Validation
 - The QA Manager checks compliance with IQAS requirements and clarity of information.
 - Alignment with public information and approved programme specifications is verified.
- Approval
 - The Academic Director formally approves the teaching guides.
- Publication and Communication
 - Approved teaching guides are published on the LMS prior to course start.
 - Students are informed of availability and changes through official communication channels.
 - Any post-publication modifications must be justified, approved and communicated transparently.
- Monitoring of Teaching Delivery
 - Programme Coordinators monitor the implementation of teaching guides.
 - Deviations or issues are documented and addressed.
 - Student feedback is collected during and after course delivery.

Review and Update

- Teaching guides are reviewed annually or when programme modifications occur.
- Improvements are based on:
 - Student satisfaction surveys
 - Academic performance data
 - Faculty feedback
 - Internal audit findings

Updates are integrated into the next academic cycle.

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3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Faculty	Draft and implement teaching guides; propose improvements.
Programme Coordinators	Ensure academic coherence and review guides.
Academic Director	Approves teaching guides and resolves academic issues.
Quality Assurance Manager	Validates compliance with IQAS and AQU standards.
Students	Use guides as academic reference; provide feedback through surveys.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Teaching Guide Templates	QA Manager
Record	Approved Teaching Guides	Programme Coordinators
Record	Teaching Guide Review Records	Academic Director
Record	LMS Publication Log	Academic Administration
Record	Teaching Guide Templates	QA Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
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% of courses with approved teaching guides	Academic records	Annual	100%	Guides approved / Courses delivered
Timeliness of teaching guide publication	LMS log	Each term	100%	Guides published on time
Student satisfaction with course organisation	Surveys	End of course	≥ 80%	Average satisfaction score
Number of deviations from approved guides	Monitoring reports	Annual	≤ 5%	Deviations / Courses delivered

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PK02. Teaching & Learning Management

PK02.02 Student Feedback and Improvement Actions

TYPE / DIMENSION	Key Process / Dimension 6. Learning Outcomes and Assessment / Dimension 7. Quality Assurance and Improvement (AQU Catalunya)
OWNER/S	Quality Assurance Manager / Academic Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the process through which student feedback on teaching, learning and academic experience is systematically collected, analysed and translated into concrete improvement actions at C3S Business School, ensuring continuous enhancement of academic quality and compliance with AQU Catalunya standards.

2. DESCRIPTION

Scope and Principles

Student feedback is a fundamental input for quality assurance. This procedure ensures that:

- Student opinions are collected regularly and systematically.
- Feedback is analysed using objective criteria and indicators.
- Identified issues lead to measurable improvement actions.
- Students are informed about how their feedback is used.

This process applies to all academic programmes and courses.

Data Collection and Analysis

- Collection
 - Surveys are administered according to the Annual Survey Calendar (PST02.01).
 - Participation rates are monitored to ensure representativeness.
- Analysis
 - QA Manager analyses quantitative and qualitative data.
 - Results are compared against reference values and historical data.
 - Recurring issues and critical areas are identified.

Identification of Improvement Actions

Based on the analysis:

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- Improvement needs are prioritised according to impact on learning outcomes and student experience.
- Proposed actions may involve:
 - Teaching methodology adjustments
 - Assessment improvements
 - Curriculum refinement
 - Faculty support or training
 - Student support enhancements
- Each action must include:
 - Description
 - Responsible party
 - Implementation timeline
 - Expected outcome
 - Indicator for monitoring effectiveness

Validation and Implementation

- Proposed actions are reviewed by the Academic Director.
- Actions affecting institutional policies or resources are escalated to the Institutional Director.
- Approved actions are incorporated into the Quality Action Plan (PCI01.02).

Monitoring and Follow-Up

- QA Manager monitors implementation progress.
- Effectiveness is assessed using follow-up indicators and subsequent survey results.
- Unsuccessful actions are revised or replaced.

Feedback to Students

To close the feedback loop:

- Summary of key improvements is communicated to students via the LMS or institutional channels.
- Annual quality summaries include examples of improvements derived from student feedback.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Provide feedback through surveys, meetings and representatives.
Faculty	Review feedback and implement teaching-related improvements.

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Academic Director	Validates and prioritises improvement actions.
Quality Assurance Manager	Coordinates analysis, monitoring and reporting.
Administrative Staff	Support implementation of service-related actions.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Student Survey Reports	QA Manager
Record	Programme Monitoring Reports	QA Manager
Record	Quality Action Plan	QA Manager
Record	Student Feedback Communication Records	Communications Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Student satisfaction with teaching quality	Surveys	End of course	≥ 80%	Average score
% of feedback-based actions implemented	Action Plan	Annual	≥ 80%	Actions implemented / Actions planned
Reduction in recurring student issues	Monitoring reports	Annual	≥ 20%	Comparison year-on-year
Student awareness of improvements	Surveys	Annual	≥ 70%	Positive responses to awareness items

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PK03. Student Access & Guidance

PK03.01 Student Recruitment and Admission

TYPE / DIMENSION	Key Process / Dimension 3. Student Admission, Progress, Recognition and Certification (AQU Catalunya)
OWNER/S	Admissions Manager / Institutional Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the process through which C3S Business School manages student recruitment and admission, ensuring transparency, fairness, consistency and alignment with institutional policies and AQU Catalunya standards.

2. DESCRIPTION

Scope and Principles

Student recruitment and admission at C3S Business School is based on:

- Equal opportunity and non-discrimination.
- Transparency of admission criteria.
- Alignment between student profile and programme requirements.
- Compliance with applicable academic and legal regulations.
- Clear communication with prospective students.

This procedure applies to all programmes offered by the institution.

Recruitment Activities

The Admissions Office, in coordination with Communications, carries out recruitment activities including:

- Dissemination of programme information through the institutional website.
- Participation in educational fairs and information sessions.
- Digital marketing campaigns and enquiry management.
- Direct communication with prospective students.

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Recruitment materials must be accurate, up to date and aligned with approved public information (PST03.01).

Application and Evaluation Process

- Application Submission
 - Candidates submit applications through the designated platform.
 - Required documentation is specified in advance.
- Administrative Verification
 - Admissions staff verify completeness and authenticity of documentation.
- Academic Evaluation
 - Programme Coordinators or Academic Director assess suitability.
 - Interviews or additional assessments may be conducted when required.
- Decision
 - Applications are approved, rejected or placed on hold.
 - Decisions are recorded and justified.
- Communication of Decisions
 - Applicants are informed in writing of the admission decision.
 - Conditional admissions specify pending requirements and deadlines.
 - Rejected applicants receive clear information on the decision.

Monitoring and Improvement

- Admission data and trends are analysed annually.
- Feedback from applicants and enrolled students informs process improvements.
- Identified improvements are included in the Quality Action Plan.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Applicants	Submit applications and required documentation.
Admissions Staff	Manage recruitment, verification and communication.
Academic Director / Programme Coordinators	Assess academic suitability.
Quality Assurance Manager	Monitors compliance and outcomes.

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4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Admission Criteria per Programme	Admissions Manager
Record	Applicant Files	Admissions Office
Record	Admission Decision Records	Admissions Office
Record	Recruitment Reports	Admissions Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Application-to-admission ratio	Admissions data	Annual	Set annually	Admitted / Applicants
% of complete applications	Admissions data	Annual	≥ 90%	Complete applications / Total applications
Applicant satisfaction with admission process	Surveys	Annual	≥ 80%	Average satisfaction score
Average response time to applications	Admissions logs	Annual	≤ 10 days	Average processing time

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PK03. Student Access & Guidance

PK03.02 Enrolment and Monitoring of Progression

TYPE / DIMENSION	Key Process / Dimension 3. Student Admission, Progress, Recognition and Certification (AQU Catalunya)
OWNER/S	Academic Administration Manager / Academic Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the system through which C3S Business School manages student enrolment and monitors academic progression, ensuring compliance with programme requirements, early detection of academic risks and effective student support.

2. DESCRIPTION

Scope and Principles

This procedure ensures that:

- Enrolment processes are transparent, accurate and well-documented.
- Student academic progression is systematically monitored.
- Risks to progression or completion are identified early.
- Appropriate academic and support measures are implemented.

The procedure applies to all enrolled students.

Enrolment Process

- Confirmation of Admission
 - Students formally accept the admission offer.
 - Any conditions attached to admission are verified.
- Administrative Enrolment
 - Students complete enrolment within the established timeframe.
 - Academic Administration verifies compliance with programme requirements.
- Academic Registration
 - Course enrolment is validated according to the programme structure.
 - Students receive access to the LMS and institutional services.

All enrolment data is recorded in the academic management system.

Monitoring of Academic Progression

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Progression is monitored through:

- Course completion and pass rates.
- Assessment results.
- Attendance and participation (where applicable).
- Tutor or coordinator feedback.

Programme Coordinators review progression data periodically.

Academic Support Measures

Support actions may include:

- Individual academic advising.
- Tutorial Action Plan (PSU02.01).
- Adjustments in study planning.
- Referral to support services.

All actions are documented.

Monitoring and Review

- Progression data is analysed annually.
- Trends and issues are reported in Programme Monitoring Reports.
- Results inform programme improvements and support strategies.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Complete enrolment and participate in monitoring activities.
Academic Administration	Manages enrolment and academic records.
Programme Coordinators	Monitor progression and identify risks.
Academic Director	Oversees academic decisions and support measures.
Quality Assurance Manager	Analyses progression indicators.

4. ASSOCIATED RECORDS

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Record	Enrolment Records	Academic Administration
Record	Academic Progress Reports	Programme Coordinators
Record	Student Support Records	Academic Administration
Record	Programme Monitoring Reports	QA Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Enrolment completion rate	Academic system	Annual	≥ 95%	Enrolled students / Admitted students
Progression rate	Academic records	Annual	≥ 80%	Students progressing / Students enrolled
Drop-out rate	Academic records	Annual	≤ 15%	Drop-outs / Enrolled students
% of students receiving timely support	Support records	Annual	≥ 90%	Supported students / Identified at-risk students

6. VERSION HISTORY

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PK03. Student Access & Guidance

PK03.03 Welcome, Support and Guidance

TYPE / DIMENSION	Key Process / Dimension 3. Student Admission, Progress, Recognition and Certification (AQU Catalunya)
OWNER/S	Academic Administration Manager / Student Services Coordinator
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the system through which C3S Business School provides welcome, guidance and ongoing support to students from enrolment through programme completion, ensuring academic integration, wellbeing and successful progression.

2. DESCRIPTION

Scope and Principles

Student support at C3S Business School is based on:

- Early integration into the academic and institutional environment.
- Proactive and personalised guidance.
- Accessibility and responsiveness of support services.
- Continuous monitoring of student needs.

This procedure applies to all enrolled students.

Welcome Process

- Pre-Arrival Information
 - Students receive welcome materials prior to programme start.
 - Information includes academic calendar, programme structure, institutional policies and support services.
- Orientation Activities
 - Orientation sessions are organised at the start of each intake.
 - Sessions cover academic expectations, use of the LMS, assessment systems and student services.

Ongoing Support Services

- Each student is assigned a contact person for academic guidance.
- Guidance includes study planning, academic requirements and progression support.

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- Students may request additional guidance when needed.
- Support may include:
 - Academic tutoring.
 - Administrative support.
 - IT and learning resources support.
 - Wellbeing and counselling referrals (when applicable).

Support interactions are documented when relevant.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Participate in orientation and request support services.
Student Services Coordinator	Coordinates welcome and support activities.
Academic Administration	Supports academic and administrative guidance.
Programme Coordinators	Provide academic guidance and monitoring.
Quality Assurance Manager	Analyses support effectiveness and outcomes.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Welcome Materials	Student Services
Record	Orientation Attendance Records	Student Services
Record	Support Interaction Logs	Student Services
Record	Student Satisfaction Reports	QA Manager

5. INDICATORS

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INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Student satisfaction with welcome activities	Surveys	End of orientation	≥ 80%	Average satisfaction score
Student satisfaction with support services	Surveys	Annual	≥ 80%	Average satisfaction score
% of students accessing support services	Support records	Annual	Monitor	Usage rate
Resolution time for support requests	Support logs	Annual	≤ 5 working days	Average response time

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

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PK04. Internship, Mobility & Student Life

PK04.01 Internship Management

TYPE / DIMENSION	Key Process / Dimension 4. Learning Resources and Student Support / Dimension 6. Learning Outcomes and Assessment (AQU Catalunya)
OWNER/S	Career Services Coordinator / Academic Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Establish a structured framework for the planning, coordination, monitoring and evaluation of internship activities at C3S Business School, ensuring their academic relevance, quality, alignment with learning outcomes and contribution to students' professional development.

2. DESCRIPTION

Scope and Principles

Internships at C3S Business School are conceived as a formative activity that complements academic learning and facilitates students' transition into the professional environment. When included as part of a programme, internships must:

- Be aligned with the learning outcomes and professional profile of the programme.
- Provide students with meaningful, supervised learning experiences.
- Be integrated into the Internal Quality Assurance System (IQAS).

This procedure applies to all curricular and extracurricular internships facilitated or validated by C3S Business School.

Internship Framework and Modalities

Internships may take different forms depending on programme characteristics, such as:

- Curricular internships integrated into the study plan.
- Optional or extracurricular internships aimed at employability enhancement.

In all cases, internships are governed by formal agreements with host organisations and must comply with applicable legal and academic requirements.

Student Allocation and Approval Process

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Students interested in internships submit an application following the established procedure. The allocation process considers:

- Student academic profile and progression status.
- Programme requirements and learning objectives.
- Availability and suitability of internship placements.

The Academic Director validates internship assignments to ensure academic coherence. Once approved, a formal internship agreement is signed by all parties.

Monitoring and Academic Supervision

During the internship period:

- Each student is assigned an academic tutor from C3S Business School.
- The host organisation designates a professional supervisor.
- Periodic follow-up is conducted to monitor progress, workload and learning outcomes.

Any incidents or deviations are addressed promptly in coordination with the host organisation.

Assessment and Evaluation

Internship evaluation is based on:

- Student self-assessment.
- Academic tutor evaluation.
- Host organisation feedback.

Assessment criteria are defined in advance and aligned with programme learning outcomes. Results are recorded in the academic system where applicable.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Apply for internships, participate actively and provide feedback.
Career Services Coordinator	Manages partnerships, placements and monitoring.
Academic Tutor	Ensures academic alignment and evaluates learning outcomes.
Host Organisations	Provide supervision, training and evaluation.
Academic Director	Oversees academic validation and quality assurance.

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Quality Assurance Manager	Analyses results and integrates improvements into the IQAS.
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4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Internship Agreements	Career Services
Record	Internship Offer Database	Career Services
Record	Student Internship Applications	Career Services
Record	Internship Evaluation Reports	Academic Tutor
Record	Employer Feedback Surveys	QA Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of internships aligned with programme outcomes	Academic validation records	Annual	100%	Validated internships / Total internships
Student satisfaction with internship experience	Surveys	End of internship	≥ 80%	Average satisfaction score
Employer satisfaction with student performance	Employer surveys	Annual	≥ 80%	Average satisfaction score
% of internships successfully completed	Academic records	Annual	≥ 90%	Completed internships / Started internships

6. VERSION HISTORY

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PK04. Internship, Mobility & Student Life	
PK04.02 Mobility Management	
TYPE / DIMENSION	Key Process / Dimension 4. Learning Resources and Student Support / Dimension 6. Learning Outcomes and Assessment (AQU Catalunya)
OWNER/S	Academic Director / International Relations or Mobility Coordinator
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the framework through which C3S Business School plans, manages and evaluates student mobility activities, ensuring academic coherence, transparency, recognition of learning outcomes and alignment with institutional quality standards.

2. DESCRIPTION

Scope and Principles

Student mobility is understood as an enriching academic and personal experience that contributes to the internationalisation of learning, intercultural competence and academic development. Mobility activities at C3S Business School are designed to:

- Complement the academic curriculum through external learning experiences.
- Ensure recognition of academic work carried out at partner institutions.
- Maintain academic quality and consistency throughout the mobility period.

This procedure applies to all mobility activities facilitated or recognised by C3S Business School, whether for academic study or blended formats.

Mobility Framework and Agreements

Mobility activities are conducted within the framework of formal agreements with partner institutions or organisations. These agreements define:

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- Academic scope and duration of mobility.
- Responsibilities of each institution.
- Recognition mechanisms and assessment criteria.
- Student support and supervision arrangements.

Only approved partner institutions may participate in mobility activities.

Student Information and Application Process

Students are informed of mobility opportunities through institutional channels.

Information includes:

- Eligibility criteria.
- Application deadlines.
- Academic requirements and recognition conditions.
- Support services available before, during and after mobility.

Applications are reviewed to ensure that candidates meet academic and progression requirements.

Academic Approval and Learning Agreement

Before mobility begins:

- A learning agreement is established defining courses or activities to be completed.
- The Academic Director validates the learning agreement to ensure alignment with programme outcomes.
- Recognition conditions are clearly communicated to the student.

No mobility activity is approved without a validated learning agreement.

Monitoring During Mobility

During the mobility period:

- The Mobility Coordinator maintains contact with students.
- Academic progress and potential issues are monitored.
- Any academic or administrative incidents are addressed in coordination with the partner institution.

Recognition and Evaluation

Upon completion of the mobility period:

- Students submit official documentation from the host institution.
- Academic recognition is granted according to the approved learning agreement.
- Results are recorded in the academic system.

Any deviations are analysed and resolved on a case-by-case basis.

3. STAKEHOLDERS INVOLVED

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STAKEHOLDER	MODE OF PARTICIPATION
Students	Apply for mobility, participate in activities and provide feedback.
Mobility Coordinator	Manages agreements, applications and monitoring.
Academic Director	Approves learning agreements and academic recognition.
Partner Institutions	Deliver academic activities and provide evaluation.
Quality Assurance Manager	Analyses mobility outcomes and integrates improvements.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Mobility Agreements	Mobility Coordinator
Record	Student Mobility Applications	Mobility Coordinator
Record	Learning Agreements	Academic Director
Record	Mobility Evaluation Reports	Mobility Coordinator
Record	Student Mobility Satisfaction Surveys	QA Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of mobility activities with approved learning agreements	Mobility records	Annual	100%	Approved agreements / Total mobilities
Student satisfaction with mobility experience	Surveys	End of mobility	≥ 80%	Average satisfaction score

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Recognition compliance rate	Academic records	Annual	100%	Recognised credits / Approved credits
Number of mobility-related incidents	Incident log	Annual	Monitor	Count and trend analysis

6. VERSION HISTORY

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PK04. Internship, Mobility & Student Life

PK04.03 Student Complementary Activities

TYPE / DIMENSION	Key Process / Dimension 4. Learning Resources and Student Support / Dimension 6. Learning Outcomes and Assessment (AQU Catalunya)
OWNER/S	Student Services Coordinator / Academic Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the framework for the planning, organisation, implementation and evaluation of complementary academic and extracurricular activities at C3S Business School, ensuring that they contribute to students' holistic development, institutional engagement and the enhancement of learning outcomes.

2. DESCRIPTION

Scope and Principles

Complementary activities at C3S Business School are designed to enrich the student experience beyond the formal curriculum. These activities support:

- The development of transversal and professional competencies.
- Student integration into the academic community.

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- Exposure to professional, cultural and social environments related to the field of study.
- Institutional engagement and sense of belonging.

This procedure applies to all non-compulsory academic, professional, cultural and community-oriented activities organised or endorsed by the institution.

Types of Complementary Activities

Complementary activities may include, among others:

- Guest lectures and professional talks.
- Workshops and short training sessions.
- Career-oriented events and networking activities.
- Academic seminars or conferences.
- Cultural, social or community engagement initiatives.

Activities may be organised at programme level or institution-wide.

Planning and Approval

The planning of complementary activities follows an annual cycle:

- Proposed activities are submitted by academic units, faculty or student services.
- Proposals include objectives, target audience, expected learning benefits and required resources.
- The Academic Director reviews proposals to ensure coherence with institutional objectives and academic relevance.

Once approved, activities are scheduled and communicated to students.

Organisation and Delivery

The Student Services Coordinator oversees the organisation of activities, ensuring that:

- Logistical arrangements are appropriate.
- Participation criteria are clearly communicated.
- Activities are delivered by qualified internal or external contributors.
- Health, safety and institutional guidelines are respected.

Participation may be voluntary or linked to specific programme initiatives.

Recognition and Documentation

When applicable:

- Student participation may be documented or recognised through certificates or institutional records.
- Activities contributing to employability or skill development may be referenced in student support documentation.

Recognition mechanisms are transparent and communicated in advance.

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Feedback and Evaluation

Following each activity:

- Participant feedback is collected to assess relevance, organisation and perceived value.
- Results are analysed to identify strengths and areas for improvement.
- High-impact activities are prioritised for future planning.

Findings are integrated into Programme Monitoring Reports and the Quality Action Plan (PCI01.02).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Participate in activities and provide feedback.
Student Services Coordinator	Plans, organises and evaluates activities.
Faculty	Propose and contribute to academic activities.
Academic Director	Validates academic relevance and alignment.
External Speakers / Partners	Deliver specialised content or workshops.
Quality Assurance Manager	Analyses outcomes and integrates improvements.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Complementary Activities Plan	Student Services
Record	Activity Proposals and Approvals	Academic Director
Record	Attendance Records	Student Services
Record	Activity Evaluation Surveys	QA Manager
Record	Annual Activities Review Report	QA Manager

5. INDICATORS

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INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Student participation rate	Attendance records	Annual	Monitor	Participants / Total students
Student satisfaction with activities	Surveys	After each activity	≥ 80%	Average satisfaction score
% of activities aligned with learning objectives	Activity review	Annual	≥ 80%	Aligned activities / Total activities
Number of recurring improvement actions	Action Plan	Annual	Decreasing trend	Year-on-year comparison

6. VERSION HISTORY

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PK05. Career Services & Alumni

PK05.01 Career Services

TYPE / DIMENSION	Key Process / Dimension 4. Learning Resources and Student Support / Dimension 7. Quality Assurance and Improvement (AQU Catalunya)
OWNER/S	Career Services Coordinator / Academic Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the framework through which C3S Business School provides career guidance, employability support and professional development services to students and recent graduates, ensuring alignment with programme objectives, labour market needs and quality assurance standards.

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2. DESCRIPTION

Scope and Principles

Career Services at C3S Business School aim to support students' transition into the professional world by complementing academic training with targeted employability initiatives. The objectives of this service are to:

- Enhance students' employability and career readiness.
- Support informed career decision-making.
- Strengthen links between academic learning and professional practice.
- Collect employability-related evidence to inform programme improvement.

This procedure applies to all students and, where applicable, recent graduates.

Career Guidance and Support Activities

Career Services provide a range of structured activities, which may include:

- Individual career guidance sessions focused on career planning, employability strategies and professional development.
- Workshops on job search skills, such as CV preparation, interview techniques and personal branding.
- Information sessions on career pathways related to the programmes offered.
- Support in identifying internship and entry-level employment opportunities, in coordination with PK04.01.

Activities are adapted to programme characteristics and student profiles.

Coordination with Academic Programmes

Career Services operate in close coordination with academic units to ensure coherence between:

- Programme learning outcomes and employability competencies.
- Internship activities and career development objectives.
- Feedback from employers and labour market trends.

Academic Directors and Programme Coordinators may contribute to the design and delivery of career-related activities.

Engagement with Employers and Professional Networks

C3S Business School actively engages with employers and professional partners to:

- Identify employability trends and skills demand.
- Facilitate student access to professional opportunities.
- Collect feedback on graduate performance and preparedness.

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These interactions support continuous improvement of both academic programmes and career services.

Monitoring and Evaluation of Career Services

The effectiveness of career services is evaluated through:

- Student participation and satisfaction data.
- Feedback from employers and partners.
- Employability indicators, when available.

Results are analysed annually and incorporated into Programme Monitoring Reports and the Quality Action Plan (PCI01.02).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Participate in career activities and provide feedback.
Career Services Coordinator	Plans and delivers career support activities.
Academic Director / Programme Coordinators	Ensure academic alignment and collaboration.
Employers / Professional Partners	Provide opportunities and feedback.
Quality Assurance Manager	Analyses outcomes and integrates improvements.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Career Services Activity Plan	Career Services
Record	Career Guidance Session Records	Career Services
Record	Employer Feedback Reports	Career Services
Record	Student Satisfaction Surveys	QA Manager
Record	Programme Monitoring Reports	QA Manager

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5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Student participation in career activities	Attendance records	Annual	Monitor	Participants / Total students
Student satisfaction with career services	Surveys	Annual	≥ 80%	Average satisfaction score
Employer satisfaction with student preparedness	Employer surveys	Annual	≥ 80%	Average satisfaction score
% of programmes supported by career activities	Activity reports	Annual	100%	Programmes supported / Programmes offered

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

PK05. Career Services & Alumni

PK05.02 Alumni Network and Employability Tracking

TYPE / DIMENSION	Key Process / Dimension 4. Learning Resources and Student Support / Dimension 8. Public Information (AQU Catalunya)
OWNER/S	Career Services Coordinator / Quality Assurance Manager
VERSION	v01 (Initial)
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1. PURPOSE OF THE PROCEDURE

Establish a structured system for the management of the alumni network and the monitoring of graduate employability at C3S Business School, ensuring that outcomes are systematically analysed and used to support continuous improvement, transparency and strategic decision-making.

2. DESCRIPTION

Scope and Principles

The relationship with alumni constitutes a key source of information on the relevance, impact and effectiveness of academic programmes. Alumni engagement and employability tracking at C3S Business School aim to:

- Maintain an active relationship with graduates.
- Monitor employability outcomes and career progression.
- Gather feedback on programme relevance and professional preparedness.
- Strengthen institutional reputation and professional networks.

This procedure applies to all graduates of C3S Business School.

Alumni Network Management

C3S Business School promotes the creation and maintenance of an alumni network that facilitates ongoing engagement. Alumni initiatives may include:

- Alumni communication channels (mailing lists, digital platforms, social networks).
- Invitations to academic or professional events.
- Participation of alumni in guest lectures, mentoring activities or panels.
- Collaboration in employability and networking initiatives.

The Alumni Network is coordinated by Career Services in collaboration with Communications.

Analysis and Use of Employability Data

The Quality Assurance Manager analyses employability data to:

- Identify trends and strengths in graduate outcomes.
- Detect potential mismatches between programme content and labour market needs.
- Compare outcomes across programmes and cohorts when data allows.

Results are triangulated with employer feedback and student satisfaction data.

Integration with Quality Assurance and Strategic Planning

Employability and alumni feedback inform:

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- Programme review and modification (PK01.02).
- Career services improvement (PK05.01).
- Strategic planning and portfolio decisions (PST01.02).
- Public information updates (PST03.01).

Key employability indicators are included in institutional results reporting when available.

Continuous Improvement and Feedback Loop

Based on analysis results:

- Improvement actions are defined and monitored through the Quality Action Plan (PCI01.02).
- Alumni are informed of how their feedback contributes to programme enhancement.
- Engagement strategies are adjusted to improve response rates and participation.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Alumni	Provide employability data and participate in engagement activities.
Career Services Coordinator	Manages alumni relations and data collection.
Quality Assurance Manager	Analyses employability outcomes and integrates improvements.
Academic Director	Uses outcomes to inform academic decisions.
Employers / Professional Partners	Provide complementary feedback on graduate performance.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Alumni Contact Database	Career Services
Record	Employability Survey Reports	QA Manager
Record	Alumni Engagement Activity Records	Career Services

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Record	Programme Monitoring Reports	QA Manager
Record	Public Employability Summaries	Communications

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Alumni response rate to employability surveys	Survey system	Annual	≥ 40%	Responses / Alumni contacted
Graduate employment rate	Employability surveys	Annual	Monitor	Employed graduates / Respondents
Graduate satisfaction with programme relevance	Alumni surveys	Annual	≥ 80%	Average satisfaction score
Number of alumni engagement activities	Activity records	Annual	Monitor	Count and trend analysis

6. VERSION HISTORY

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v01	11th March '26	Initial design of C3S's Internal Quality Assurance System