

Executive summary

Report

Institutional Quality Enhancement Review

Real Conservatorio Superior de Música de Madrid

(Madrid, Spain)

Site-visit: 12 – 14 March 2018

Introduction

In 2017, the Real Conservatorio Superior de Música de Madrid (RCSMM) requested a review for the improvement of the institutional quality from MusiQue - Music Quality Enhancement, to obtain an objective external perspective that serves as an element of improvement at a strategic and operational level.

The review was carried out in three stages:

1. The RCSMM wrote a self-evaluation report, based and structured according to MusiQue's *Standards for Institutional, Programme and Joint Programme Review*, pages 18-29.
2. An international Review Team reviewed the self-evaluation report and visited the RCSMM from March 12th to 14th, 2018. This evaluation visit included meetings with RCSMM's management team, the students, the competent academic authorities, the responsible authorities for study support services, representatives of the profession and graduate students and conservatory professors. The Review Team used



MusiQue's *MusiQuE Standards for Institutional Review* as a reference for their research.

3. The Review Team prepared the report detailed below, following the outline of the *MusiQuE Standards for Institutional Review*.

The Review Team was composed of:

- Peter Tornquist (Review Team Chair) - Norwegian Academy of Music, Norway
- Ingeborg Radok Žádná - Music and Dance Faculty, Academy of Performing Arts in Prague
- Iñaki Sandoval - University of Tartu Viljandi Culture Academy, Estonia
- Isabel Gonzalez Delgado - Conservatorio Superior de Murcia, Spain
- Raúl de Andrés Pérez (Review Team Secretary) – Head of Quality, Foundation for Knowledge Madrid

Summary of the compliance with the Standards and recommendations

The review team concludes that the Real Conservatorio Superior de Música de Madrid complies with the *Standards for Institutional Review* as follows:

1. Institutional mission, vision and context	
Standard 1. The institution's mission and vision are clearly established	Full compliance
<p>Recommendations</p> <ul style="list-style-type: none"> – The Review Team recommends that mechanisms be established to disseminate the Mission and Vision of the RCSMM to students and other stakeholders so that they can contribute to the achievement of the institution's strategic objectives. – The team recommends that the administrative authorities and the RCSMM advance in the study of the alternatives proposed to give it autonomy. This should include a change in the legal identity that would allow it to position itself as a centre that imparts official degrees of university rank at all levels. 	
2. Educational Processes	
Standard 2.1: The goals of the institution are achieved through the content and structure of the study programmes and their methods of delivery	Substantial compliance



<p>Recommendations:</p> <ul style="list-style-type: none"> – It is recommended that the possibilities of imparting specialities that can provide professional opportunities to the students of the conservatory, such as jazz, modern music or flamenco be studied – It is recommended that mechanisms be established, through optional subjects, or complementary activities that provide students with management or entrepreneurship skills that allow them to better enter the labour market 	
Standard 2.2. The institution offers a wide range of opportunities, so students acquire an international perspective.	Partial compliance
<p>Recommendations:</p> <ul style="list-style-type: none"> – It is recommended that the RCSMM initiate a process of reflection to establish an internationalisation strategy, adapted to the availability of resources, in which tools complementary to the ERASMUS exchanges are integrated. – It is recommended that the RCSMM explore ways to provide more personnel to the management of the Erasmus program and internationalization activities linked. 	
Standard 2.3. The assessment methods are clearly defined and demonstrate achievement of learning outcomes.	Partial compliance
<p>Recommendations</p> <ul style="list-style-type: none"> – It is recommended that the different methods applied for the evaluation of the different learning outcomes in the RCSMM be analysed, and that a common catalogue of methodologies be established to follow and common criteria (rubrics) for the evaluation of equivalent aspects. 	
3. Student profiles	
Standard 3.1. Clear admission criteria exist, which establish artistic/academic suitability of students.	Fully compliance
<p>Recommendations</p> <ul style="list-style-type: none"> – It is recommended that the available information on the dropouts of the studies and their causes be analysed, to establish the opportune improvement actions. 	

Standard 3.2. The institution has mechanisms to formally monitor and review the progression, achievement and subsequent employability of its students.	Substantial compliance
<p>Recommendations</p> <ul style="list-style-type: none"> – It is recommended that the RCSMM implement a systematic process for the collection of return information of students and graduates of the RCSMM and use this information in the improvement processes of the centre. – It is recommended that the employability results of graduates are critically analysed together with the demands of potential employers to establish the improvements deemed appropriate and assess the possibility of incorporating training itineraries with high labour demand. 	
4. Teaching Staff	
Standard 4.1. Members of the teaching staff are qualified for their role and are active as artists/pedagogues/ researchers.	Partial compliance
<p>Recommendations</p> <ul style="list-style-type: none"> – The administrative authorities and the RCSMM should explore options that allow for the training of teachers in specific areas of higher artistic education. Likewise, they should analyse mechanisms that enhance the professional, artistic, pedagogical and research development of the teaching staff, that allow for them to guarantee the development of these aspects beyond the commitment and individual initiative of the teaching staff. – It is recommended that the administrative authorities and the RCSMM implement processes - similar to those existing in the university sphere - to assess the performance of the teaching staff, in such a way that those aspects that are susceptible to improvement can be identified both individually and collectively. 	
Standard 4.2. There are sufficient qualified teaching staff to effectively deliver the programmes.	Partial compliance
<p>Recommendations</p> <ul style="list-style-type: none"> – It is recommended that the RCSMM develop a strategy to overcome the difficulties related to the high number of teachers under service commission or an internship. – It is recommended to develop a strategy to substitute teachers assuming administrative management tasks with specialised support personnel. 	

<ul style="list-style-type: none"> – It is recommended to carefully consider the consequences of the introduction of new master's degrees without an increase of both the teaching and administrative staff. 	
5. Facilities, resources and support	
Standard 5.1. The institution has appropriate resources to support student learning and delivery of the programmes.	Partial compliance
Recommendations <ul style="list-style-type: none"> – It is recommended to analyse and optimise the procedures for assigning the study booths to obtain more satisfactory results. – It is recommended to assign a fraction of the budget sufficient for renewal and maintenance of the stock of instruments 	
Standard 5.2. The institution's financial resources enable successful delivery of the study programmes.	Partial compliance
Recommendations <ul style="list-style-type: none"> – It is encouraged that those in charge of the centre and the management authorities explore new funding possibilities and a better management capacity of the resources generated by the RCSMM. 	
Standard 5.3. The institution has sufficient qualified support staff.	Partial compliance
Recommendations <ul style="list-style-type: none"> – It is recommended to expand on the size of the support staff as much as the legal framework allows, to alleviate the administrative weight undertaken by teachers. – It is recommended that the RCSMM and the administrative authorities establish a strategy so that the support staff can specialise themselves according to the needs of the services offered. 	
6. Communication, organisation and decision-making	
Standard 6.1. Effective mechanisms are in place for internal communication within the institution.	Fully compliance
Recommendations	

<ul style="list-style-type: none"> – The RCSMM is encouraged to continue developing initiatives that could facilitate a higher degree of awareness and participation from the students. 	
Standard 6.2. The institution has an appropriate organisational structure and clear decision-making processes.	Partial compliance
<p>Recommendations</p> <ul style="list-style-type: none"> – It is recommended to reinforce the presence of the students in the decision-making bodies of the conservatory. – It is necessary to develop the administrative autonomy of the conservatory for making decisions of a strategic nature, adjusted to the Mission and the Vision of the RCSMM. 	
7. Internal Quality Culture	
Standard 7. The institution has a strong internal quality culture, supported by clear and effective quality assurance and enhancement procedures.	Partial compliance
<p>Recommendations</p> <ul style="list-style-type: none"> – It is suggested that the RCSMM encourage the creation of a clear and specific management model in collaboration with the administrative authorities and the efficient evaluation bodies. – The RCSMM is encouraged to deploy a quality system that, through quality processes and procedures, guarantees a framework for improving the quality of the conservatory in every facet. – It is recommended that the RCSMM standardise the process of gathering information, analysing and decision making on improvements, taking surveys as a base. 	
8. Public Interaction	
Standard 8.1. The institution engages within wider cultural, artistic and educational contexts.	Substantial compliance
<p>Recommendations</p> <ul style="list-style-type: none"> – It is recommended that, provided the framework of the possibilities for granting new resources to the centre allows it, the RCSMM investigate the potential to 	

establish a specialised service capable of fully managing and expanding the public interaction of the centre.	
Standard 8.2. The institution actively promotes links with various sectors of the music and other artistic professions.	Partial compliance
<p>Recommendations</p> <ul style="list-style-type: none"> – It is suggested to carry out a systematic study of the professional associations and the members of interest in the scene to establish agreements and collaborations. – The Directive Team of the RCSMM is encouraged to foster the development of the Society of Friends of the RCSMM as a tool to bridge the gap and increase the collaboration between the conservatory and active musicians, as well as other institutions of the scene. 	
Standard 8.3. Information provided to the public about the institution is clear, consistent and accurate.	Substantial compliance
<p>Recommendations</p> <ul style="list-style-type: none"> – It is recommended to elaborate an English version of the conservatory's webpage that would convey the knowledge of the activities carried out in the centre to a more international audience. 	