ENQA Work Plan 2018

I.   Introduction

The work plan 2018 translates the ENQA strategic plan 2016-2020 into short term action. In addition, it will take forward work started in 2016-2017, and takes into account the already secured European Commission co-funded projects for the next year.

The 2018 work plan has benefitted from the feedback received from members, and in particular the ENQA members' survey in spring 2017. Some specific activities stemming from the needs and expectations of members include the following:

- *Starting a series of webinars*
- *A workshop on learning outcomes and their role in EQA*
- *A seminar for ENQA affiliates preparing to undergo an external review against the ESG*
- *Networking and staff development opportunities for mid-level and early senior staff of ENQA member agencies*

ENQA will also initiate the process for the review of its ENQA Agency Review process for the purposes of accountability and enhancement.

Based on the positive feedback received, the following specific activities, which have been piloted in the past years, would continue:

- Seminar on the European dimension of QA
- Poster sessions by members and affiliates at suitable ENQA events
- Seminar for recently reviewed agencies every two years (next time in 2019)
- Engagement in externally funded QA capacity building projects outside of the EHEA

In addition to its regular activities such as information provision, membership and statutory activities, representation of ENQA at international events, participation in the management of EQAR, and participation in the EHEA policy making processes, **in 2018 ENQA will specifically focus on the following areas of work**:

1) **ENQA Agency Reviews** and the **implementation, use and understanding of the ESG 2015** by European QA agencies (ENQA reviewer training; coordination of the ENQA Agency Reviews; work of the ENQA IQA group; and analysis of the outcomes of ENQA Agency Reviews). In addition,

in 2018 ENQA will initiate an external review of the ENQA Agency Review process. These activities are expected to contribute to the achievement of the following strategic objectives:

ENQA supports the continuous development of independent and trustworthy quality assurance agencies operating in line with agreed standards throughout Europe.
ENQA is the preferred partner for reviews against agreed European standards.
ENQA contributes to the enhancement and innovation of quality assurance.

2) **Professionalisation of QA and staff at QA agencies** (Seminar on the European Dimension of QA for agencies' staff; ENQA Leadership programme). These activities are expected to contribute to the achievement of the following strategic objectives:

ENQA is a key source of reliable information, expertise and know-how on quality assurance.
ENQA contributes to the enhancement and innovation of quality assurance.

3) **Developing quality assurance** taking into account current and new challenges in European higher education (partner in the LIREQA project on QA and recognition; working group on QA of e-learning; TeSLA-project (e-learning and e-assessment); partner in a project on QA of joint programmes; and others). These activities are expected to contribute to the achievement of the following strategic objectives:

ENQA supports the continuous development of independent and trustworthy quality assurance agencies operating in line with agreed standards throughout Europe.
ENQA contributes to the enhancement and innovation of quality assurance.
ENQA is a key source of reliable information, expertise and know-how on quality assurance.

4) **Quality assurance capacity building,** in particular in Africa (HAQAA Initiative) and in the ASEAN countries (SHARE-project), as well as in India (MIELES-project), Lebanon (TLQAA-project), Morocco (EQUAM-M), and Jordan (NQF-J – project).

ENQA is a key source of reliable information, expertise and know-how on quality assurance.
ENQA is a reference point for European quality assurance in the international context.
ENQA contributes to the enhancement and innovation of quality assurance.

Specifically, in view of the forthcoming Bologna Process Ministerial Conference in May 2018, ENQA will continue its engagement in the European HE policy making through a solid statement to the Ministerial conference outlining the main developments and priorities for quality assurance and quality assurance agencies in Europe.

II. Goals, actions and measures of success

1 Representation		
Goal	**Activities**	**Measures of success**
ENQA is representative of the diversity of quality assurance agencies throughout Europe.	1.1 In 2018 ENQA will give priority to **supporting current QA agency affiliates to meet the requirements of the ESG** and thus prepare them to be externally reviewed against the ESG. To this effect, ENQA will **organise a seminar for agencies preparing for an external review** and ENQA membership. 1.2 ENQA will react to **support and information requests from QA agencies** or relevant higher education authorities in countries of the EHEA not yet members or affiliates of ENQA. 1.3 ENQA will also continue to encourage members that are not yet involved in ENQA's bodies, working groups or events, to get engaged.	*ENQA has members throughout the EHEA* *Increased number of applicants to and members of ENQA* *The diversity of QA agencies in the EHEA is reflected in the governance and activities of ENQA (i.e. composition of the different bodies and working groups)*
ENQA supports the continuous development of independent and trustworthy quality assurance agencies operating in line with agreed standards throughout Europe.	1.4 ENQA will explore the challenges and good practices in the implementation of the ESG 2015, in particular through **thematic analysis** of ENQA Agency Review reports. 1.5 ENQA will support members in identifying and showcasing excellence, and **sharing good practice in quality assurance in specific fields** through working groups (e-learning) and projects (recognition, joint programmes, work-based learning), as well as at ENQA's event e.g. with poster sessions.	*Agencies are successful in demonstrating increased level of compliance with the ESG following an external review* *Reviews of ENQA member agencies against the revised ESG highlight features of good practice by established agencies*

Goals	Activities	Measures of success
	1.6 The ENQA Agency Review reports will contain commendations on good practice in implementing the ESG.	
ENQA provides advice and represents the interests of its members in the policy-making process.	1.7 **ENQA represents its members and provides public authorities and policy makers with relevant expertise** to facilitate informed decision-making, in particular within the BFUG and its working groups, and in dialogue with the European Commission. 1.8 ENQA participates in the Bologna Process Ministerial Conference in Paris, in May 2018, and submits **a statement on the state and priorities in external quality assurance** to the attention of the Ministers. 1.9 ENQA will continue the **co-operation with different European stakeholder bodies**, and in particular the E4 Group, through regular meetings (3-4/year) and joint statements.	*Analysis demonstrates that ENQA guidelines and policy papers are referenced in relevant policy documents relating to the quality assurance of European higher education* *Surveys indicate that members are satisfied with the contribution of ENQA in policy-making processes*
2 Services		
Goals	**Activities**	**Measures of success**
ENQA is a fruitful network for agencies throughout Europe.	2.1 In order to develop its services, ENQA will continue to evaluate options for the most suitable **professional membership management tool**, which could support the Secretariat's work by ensuring that members' and affiliates' profiles are clearly described and that their history and relationship with ENQA are easily accessible for the Secretariat to provide best support for each agency.	*A growing number of members host, participate in and contribute to ENQA events and working groups* *Surveys indicate increased member satisfaction with the services provided (events, newsletters, working groups, and networking opportunities)*

ENQA is the preferred partner for reviews against agreed European standards.	2.2 In 2018 ENQA will continue to **coordinate all requested external reviews for ENQA membership** and – in line with the revised review process – continue to strive for a stronger developmental function of the reviews. In the limits of capacity, ENQA is also open to coordinate, on request, ESG reviews for agencies from outside the EHEA. 2.3 ENQA will carry out the **first "progress visits"** for agencies reviewed in 2016. 2.4 ENQA will analyse the feedback on the ENQA Agency Reviews on a regular basis and ensure that is it fed back into the review process. 2.5 ENQA will organise a **reviewer training for new reviewers**. 2.6 ENQA will initiate an external review of its ENQA Agency Review process.	*The vast majority of European QA agencies continue to choose ENQA as review coordinator for the quality and reliability of the reviews* *Analysis of and feedback on ENQA review reports indicate that they are considered consistent, readable and useful* *Feedback from QA agencies indicates that second and subsequent ENQA-coordinated reviews bring genuine added value*
ENQA is a key source of reliable information, expertise and know-how on quality assurance.	2.7 ENQA will continue to **disseminate quality assurance information** through its website, newsletter, social media and publications. 2.8 ENQA will organise a **Seminar on the European dimension of quality assurance** for staff of ENQA member and affiliate agencies in order to improve the understanding of the European dimension of quality assurance. 2.9 ENQA will **organise three webinars in 2018**, on topics identified by members in the 2017 members' survey. 2.10 ENQA will **respond to relevant invitations** to take part in European and international working groups on HE and QA and to contribute to international events on quality assurance within the limits of its resources and in line with its strategic priorities. 2.11 ENQA will **collaborate with UNESCO** in the preparation of a regional QA consultation for Western Europe in February 2018, and **a global quality assurance conference** in October	*Surveys indicate that members are satisfied with the information provided by ENQA and the support received in exchanging knowledge and expertise on quality assurance* *Data analytics and feedback from stakeholders indicate that the ENQA website is widely consulted* *ENQA continues to be invited to contribute its expertise and know-how at important international events and expert groups on quality assurance in higher education* *ENQA continues to be a sought-after partner in important quality*

Goals	Actions	Measures of success
	2018, including provision of support for the related scoping studies. 2.12 ENQA will organise the **Members Forum in April 2018 and the General Assembly Seminar in October 2018**.	*assurance projects funded from European and international sources*
ENQA is a reference point for European quality assurance in the international context.	2.13 **ENQA is involved in several quality assurance networks**. In 2018, ENQA will attend and contribute to events of/meetings with the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), the Council for Higher Education Accreditation (CHEA), the Central and Eastern European Network of Quality Assurance Agencies (CEENQA), and EQAVET. In addition, ENQA is involved, through international projects, with other regional networks such as AQAN and AfriQAN. 2.14 ENQA will continue its involvement in several international projects aiming at further **development of quality assurance capacity outside of Europe**. These include the SHARE-project in the ASEAN; the HAQAA Initiative in Africa; and smaller projects in Morocco, Jordan, India, China, and Lebanon. In addition, ENQA will accept requests for expertise, in the limits of its capacity and in consideration of its strategic plan, in countries outside of the EHEA.	*Feedback indicates that ENQA provides a useful framework for collaboration with QA agencies outside of Europe and with different stakeholders* *ENQA continues to be invited to contribute to quality assurance capacity-building activities outside of Europe* *Feedback indicates that ENQA is a primary source of information on European quality assurance for international partners*
	3 Quality enhancement	
Goals	**Actions**	**Measures of success**
ENQA contributes to the enhancement and innovation of quality assurance	3.1 ENQA's working groups are incubators of ideas and new knowledge on specific aspects of quality assurance. In 2018, **ENQA will continue to coordinate the work of the QA of e-learning working group**, and publish a related report. 3.2 As a form of staff development services for the agencies, ENQA will complete the **development, and run the first**	*A strong research base is developed within the ENQA Secretariat and through the support of external researchers*

	round of a leadership programme for mid-level staff of QA agencies in Europe. 3.3 ENQA will **complete and publish an analysis of the state of external quality assurance in Europe** based on the ENQA agency review reports, as well as a number of recent surveys of ENQA member agencies. 3.4 ENQA **contributes to innovation of quality assurance through participation in different projects**, such as the EQUIP project on promotion of the ESG 2015; the TeSLA-project on e-assessment; the IQM-HE-project on competence-based higher education; the SHEILA-project on the integration of learning analytics into HE policies in Europe; the WEXHE-project on work-based learning; the LIREQA project on QA and recognition; the IMPEA-project on QA of joint programmes; and others. 3.5 ENQA will elaborate a project proposal and apply for funding for Phase II of the QACHE project (on QA of CBHE) and for a project on training on European QA to the European Commission in application round 2018. 3.6 ENQA will organise **a workshop on student-centered learning and learning outcomes** in external quality assurance.	*Surveys indicate that ENQA staff development activities are used and appreciated by the members* *Feedback indicates that ENQA's support is sought after and appreciated for capacity-building activities in the EHEA and beyond*

III.   Provisional calendar of events 2017-2018

2017	
25 October 26-27	ENQA Board meeting, Sevres ENQA GA, Sevres
20-21 November 23-25	ENQA Reviewers' Seminar, Brussels EQAF, Riga
6 December	ENQA Board meeting, Brussels
2018	
February	ENQA Board meeting, Brussels Workshop on QA of Joint Programmes (venue TBC)
March	
18 April 19-20 April	ENQA Board meeting, Zaragoza ENQA Members' Forum and GA, Zaragoza Training for ENQA reviewers (venue TBC)
23-25 May	Bologna Process Ministerial Conference, Paris Seminar on the European Dimension of QA, Brussels
June	ENQA Board meeting, Brussels ENQA Networking and Information event, Brussels
September	ENQA Board meeting, Brussels Seminar for (affiliate) agencies preparing for an external review (venue TBC)
October	ENQA Board meeting, Astana

	ENQA GA, Astana
15-17 November	EQAF, Vienna ENQA Board meeting, Brussels
December	Workshop on QA and student-centered learning (venue TBC)

Please note that several project related events, or the policy making activities such as the BFUG and E4 meetings are not listed here. The full events calendar is available on the ENQA website, and is updated regularly.