

# 2013

ANNUAL  
REPORT



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# Message from the President



I am deeply grateful to the members of ENQA who endorsed my election as President of ENQA for the year 2013-14 at the General Assembly hosted by SKVC in Vilnius, Lithuania, in October 2013. I would also like, on ENQA's behalf, to pay tribute to my predecessor Dr Achim Hopbach of AQ Austria who led our association so capably from 2009 to 2013.

The year 2013 showed once again how dynamic the developments in external quality assurance in the European Higher Education Area are. Agencies face the challenge of being responsive to a growing diversity of requests on quality assurance. This development, which was highlighted at the 2013 Members' Forum in Prague, presents a growing challenge that all agencies are facing: that of Staff development. Higher Education Institutions expect highly qualified staff to conduct the reviews and have high expectations regarding the quality of reviews, and rightly so.

ENQA sees this as an important challenge for the future and will have staff development as a major focus of its work in the coming years. The work ENQA is doing in this field is only one of the many current issues on the agenda, such as quality assurance and excellence, quality assurance in Lifelong Learning and our policies for publication of review reports.

This year has marked an important phase in the process of the revision of the European Standards and Guidelines (ESG). ENQA, along with our E4-partners (EUA, EURASHE and ESU) and together with BUSINESS EUROPE, Educational International and EQAR were mandated by the ministers at the Bologna Ministerial Conference 2012 in Bucharest to conduct the revision of the ESG in order 'to improve the ESG regarding their clarity, applicability and usefulness'. Since then, the seven organisations have been working on preparing a revised version of the ESG. ENQA used the opportunity of the 2013 General Assembly to present this revision and allow members and affiliates time to consider, discuss and comment on the draft document.

The final draft document on the revised ESG was presented to the Bologna Follow-Up Group in early November 2013, and discussions will continue until the Ministers with responsibility for higher education in the EHEA are finally asked to adopt the revised ESG at the Bologna Ministerial conference in Yerevan, Armenia in May 2015.

I am appreciative of the engagement that ENQA members and affiliates have shown in the revision process. The ESG forms the basis for quality assurance activities for nearly 4,000 higher education institutions across the EHEA. This common framework for quality assurance systems at European, national and institutional level is essential to the improvement of the quality of higher education in Europe and supports recognition and mobility within and across our national borders.

In conclusion, I would like to thank the Board members, for bringing their experience and resources to the Association and who individually and collectively have contributed to positive change in ENQA. The same can be said for the members of the ENQA Secretariat who daily dedicate themselves to the administration and management of ENQA and make our work more efficient. Finally, I would like to thank all members and affiliates, who continue to participate in various and active ways in the work of ENQA.

A handwritten signature in blue ink that reads "Padraig Walsh". The signature is written in a cursive, flowing style.

**Padraig Walsh**  
*President of ENQA*

# I. Developing quality assurance further

One of the major purposes of ENQA is to function as a communication platform for sharing and disseminating information and expertise in quality assurance among its members and towards stakeholders mainly through events, publications, projects and working groups

## 1.1 EVENTS

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Open to ENQA members, affiliates, as well as to other interested parties, ENQA's events are an essential forum for dialogue and networking between European quality assurance professionals and stakeholders. In addition to the events organised in the framework of projects, ENQA organised its Annual General Assembly and Members Forum and participates in the preparation of the annual European Quality Assurance Forums (EQAF).

### **ENQA WORKSHOP TO AGENCIES UNDERGOING AN EXTERNAL REVIEW, 21-22 JANUARY 2013, PARIS, FRANCE, HOSTED BY THE COMMISSION DES TITRES D'INGÉNIEUR (CTI)**

The purpose of this workshop, targeted specifically to agencies undergoing a second external review, was to focus on the whole process of external reviews of agencies, from the preparation to the follow-up. Participants were given information and insight into the purpose and objectives of the second round of reviews and the role of reviewers. They shared best practice on the self-evaluation process and discussed the impact of the external review on future planning and development of the agencies.

### **3RD ENQA MEMBERS' FORUM, 25-26 APRIL 2013, PRAGUE, CZECH REPUBLIC, HOSTED BY THE ACCREDITATION COMMISSION OF THE CZECH REPUBLIC (ACCR)**

The main theme of the 3rd ENQA Members' Forum was Excellence in Higher Education. The Forum discussed also the outcomes of the work of several ENQA working groups, such as staff development, stakeholder involvement in QA, and QA of lifelong learning. The annual Members' Forum aims to strengthen the role of members in the internal decision-making process of ENQA and in the work that is carried out by the ENQA Board.

### **8TH ENQA TRAINING OF AGENCY REVIEWERS, 13-14 MAY 2013, BUDAPEST, HUNGARY, HOSTED BY THE HUNGARIAN ACCREDITATION COMMITTEE (HAC)**

The coordination of external reviews of agencies and thus the maintenance of a pool of trained external experts is an important task for the Association. The training for review experts is a sound preparation for conducting external reviews with a high degree of consistency and quality. Based on experience gained in the past few years, ENQA is developing a standardised training kit to serve as a comprehensive training package for the trainees as well as the trainers. ENQA provides general instructions for agencies and expert teams in preparing for an external review in the Guidelines for external reviews of quality assurance agencies in the EHEA that were revised in 2012.

### **ENQA/EUA WORKSHOP "PROMOTING QUALITY CULTURE IN HIGHER EDUCATION INSTITUTIONS: THE ROLE OF QA AGENCIES", 12-13 SEPTEMBER 2013, BRUSSELS, BELGIUM**

This event was organised by ENQA within the "Promoting quality culture in higher education institutions (PQC)" project of the European University Association (EUA) with the financial support of the Lifelong Learning Programme. The workshop aimed to examine the role of QA agencies in the process of building and fostering quality culture in higher education institutions. The workshop looked at the findings of the recent ENQA work on the impact of external quality assurance and the recent EUA studies on quality culture. The participants discussed how agencies can use the external QA procedures which they design and carry out to support HEIs in fostering and promoting quality culture at all levels.

## 4TH ENQA GENERAL ASSEMBLY, 29-30 OCTOBER 2013, VILNIUS, LITHUANIA, HOSTED BY THE CENTER FOR QUALITY ASSESSMENT IN HIGHER EDUCATION (SKVC)

The 4th General Assembly Forum focused on the revision of the ESG and the role of QA agencies in crossing border activities and the challenges such activities pose for the agencies' standard QA model.

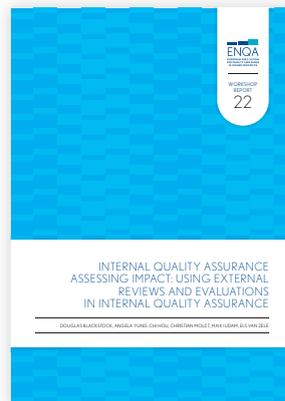
## EQAF 2013 - "WORKING TOGETHER TO TAKE QUALITY FORWARD", 21-23 NOVEMBER 2013, UNIVERSITY OF GOTHENBURG, SWEDEN

Over the years, EQAF has become a landmark event for all stakeholders who are keen to network and discuss the latest European developments and trends in quality assurance. ENQA is, together with its partners of the E4 Group (EUA, EURASHE, and ESU), one of the co-organisers of EQAF. ENQA is represented in the EQAF Steering Committee, which is in charge of the programme of the event including the assessment and selection of papers and workshops. The 2013 Forum specifically explored how both individuals and organisations can better understand the role that quality assurance can play in their daily lives, get engaged, and work together to take quality forward. The event gathered over 400 participants from Europe and beyond, thus confirming the importance of EQAF as the main European event in the field of quality assurance.

## 1.2 PUBLICATIONS

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In 2013, ENQA produced a workshop report on "Internal Quality Assurance Assessing Impact: Using External Reviews and Evaluations in Internal Quality Assurance". All ENQA publications and reports are available on the ENQA website and are an important source for updated information on current QA issues.



### **Internal Quality Assurance Assessing Impact: Using External Reviews and Evaluations in Internal Quality Assurance**

By Douglas Blackstock, Angela Yung-Chi Hou, Christian Moldt, Maiki Udam, Els Van Zele

### **ENQA NEWSLETTER**

ENQA published three newsletters in 2013, providing readers with information from the ENQA Board, Secretariat, Members, and Affiliates, as well as news regarding policy developments, projects, and upcoming events. The ENQA newsletter enjoys a high readership, with 74% of respondents to a readers' survey claiming to always read the newsletter.

### **ENQA WEBSITE**

ENQA launched its new website ([www.enqa.eu](http://www.enqa.eu)) at the end of 2013. A sleek, modern upgrade, the new website includes an interactive map for users to locate ENQA Members and Affiliates, a detailed event registration portal, a members-only area for accessing documents, and an events calendar.

## 1.3 PROJECTS

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### ENQA as project coordinator

#### **“TRANSPARENCY OF EUROPEAN HIGHER EDUCATION THROUGH PUBLIC QUALITY ASSURANCE REPORTS” (EQAREP), 2012-2014**

Together with four member agencies - ASHE (Croatia), EKKA (Estonia), OAQ (Switzerland) and QQI (Ireland) - ENQA continued to work on the European Commission LLP-supported EQArep project. The aim of the project is to identify the current information needs of stakeholders, research practices regarding the publication of external QA reports, and evaluate the possibility of developing European standards for these reports in order to ensure that the information provided by them meets the needs of stakeholders. In the course of 2013 two surveys were carried out: the first enquired on the use and expectations on external quality assurance reports by the main stakeholders. The second survey was addressed to quality assurance agencies and looked into the current practice in the content, structure and publication of quality assurance reports. The main outcomes of the stakeholders' survey were discussed at a dedicated workshop in May 2013, in Tallinn.

#### **“QUALITY ASSURANCE OF CROSS-BORDER HIGHER EDUCATION” (QACHE), 2013-2015**

The QACHE project addresses the quality assurance of cross-border higher education (CBHE) by looking closely into different ways in which European quality assurance agencies and higher education institutions (HEIs) address the accreditation and quality assurance of programmes delivered outside of their countries. The innovative aspect of the project is the creation of a common European quality assurance approach to cross-border higher education which will contribute to the promotion of European higher education in other parts of the world. Identifying support needs, sharing of good practice, elaborating shared functional methodologies and procedures, and reinforcing collaboration of agencies in the host and provider countries will facilitate cross-border provision and make it more attractive to providers and students. The project kick-off meeting took place on 12th November 2013. The project involves four ENQA members (QAA, AERES, ANECA, GAC), as well as the Tertiary Education Quality and Standards Agency (TEQSA), the Arab Network for Quality Assurance in Higher education (ANQAHE) and the Asia-Pacific Quality Network (APQN).

### ENQA as project partner

#### **PROMOTING QUALITY CULTURE IN HIGHER EDUCATION INSTITUTIONS (PQC) (2012-2013)**

The PQC project followed up a recently-completed EUA project 'Examining quality culture in higher education institutions' (EQC, 2009-2012). In the framework of the project, ENQA organised in September 2013 a workshop entitled "Promoting Quality Culture in Higher Education Institutions: The role of QA agencies". The workshop discussed how the agencies can use the external QA procedures which they design and carry out to support HEIs in fostering and promoting quality culture at all levels. The project ended on 30 September 2013.

#### **ENHANCING QUALITY ASSURANCE MANAGEMENT IN JORDANIAN UNIVERSITIES (EQUAM), 2012-2015**

The Enhancement of Quality Assurance Management in Jordanian Universities (EQuAM) project aims at developing a model of principles, guidelines, and procedures to improve and assess the quality of the Jordanian higher education system. In April 2013 ENQA organised a round table on quality assurance trends in Europe addressed to project partners. The purpose of the event was to present the European framework and tools in quality assurance and the main trends in European QA. The Jordanian partners had an opportunity to discuss issues like the involvement of stakeholders in internal and external QA processes and institutional QA development in Europe. Based on the presentations and outcomes of the Round Table, as well as on a number of studies and policy documents elaborated by ENQA in the last few years, ENQA produced a report providing an overview of quality assurance in Europe as input for the development of the QA system in Jordan. ANECA and AQU Catalunya are, together with ENQA, among the partners in this project.

## **TOWARDS TRUST IN QUALITY ASSURANCE SYSTEMS (TRUST), 2011-2014**

In 2013, ENQA continued to lend its support to the TRUST project, which aims to encourage the modernisation of Ukrainian higher education system through the development of a common quality assurance framework. ENQA's role in the project is to provide material and trainings related to European quality assurance to the teams developing the common Ukrainian framework. On 18-19 April 2013, ENQA was represented at the project Consortium's General Assembly, in Ukraine.

## **"SUPPORTING QUALITY IN E-LEARNING EUROPEAN NETWORKS" (SEQUENT), 2013-2014**

The "SEQUENT" project aims to promote excellence in the use of ICT in higher education, with a clear goal to make higher education in Europe better fit for cross-border collaboration initiatives in the implementation of innovative and ICT enhanced partnerships. To this end, the project will base itself on models that have been developed by previous EU-funded projects and other internationally recognised models that enhance the quality of ICT in higher education. The project will raise awareness within the European higher education community on the importance of a mainstreamed ICT uptake through project events and the partners' large memberships. The lead partners of the project are EADTU and EFQUEL.

## **"IMPACT ANALYSIS OF EXTERNAL QUALITY ASSURANCE PROCESSES IN HIGHER EDUCATION INSTITUTIONS. PLURALISTIC METHODOLOGY AND APPLICATION OF A FORMATIVE TRANSDISCIPLINARY IMPACT EVALUATION" (IMPALA), 2013-2016**

The IMPALA project, which is coordinated by Evaluationsagentur Baden-Württemberg (evalag) will be carried out by 11 partners, including AQU Catalunya, FINHEEC, ARACIS and ENQA. The project aims at improving the QA agencies' and the institutions' knowledge and know-how about quality assurance procedures and their applicability and usefulness. A methodology will be developed and applied under different conditions by each partner agency to assess the impact of different external quality assurance procedures and study the influence that such procedures have on the quality management and organisational structures in the partner institutions. In parallel, the agencies will implement simultaneous impact analyses (based on before-after comparison).

## **"JOINT CAPACITY-BUILDING PROJECT IN SOUTHEAST ASIA" (DIES ASEAN), 2011-2013**

ASEA-QA served as a platform for exchange on internal and external QA procedures and as a means to strengthen regional QA structures in the ASEAN countries. The primary aim of ASEAN-QA project was to assure and enhance the quality of study programmes and to facilitate the recognition of credits and degrees based on shared quality assurance principles and standards. The project included multi-part training courses which were directed at QA coordinators at universities and officers of QA agencies in the ASEAN region. Both groups were trained by a team of international trainers from Europe and Asia.

## 1.4 WORKING GROUPS

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ENQA's working groups provide a forum for exchange and development of quality assurance practices. They are also a fertile ground for the development of future projects and provide input for a number of ENQA events. In 2013 the following six working groups were active.

### **WG 1 - IMPACT OF QUALITY ASSURANCE**

The topic of impact of quality assurance is of high importance to many ENQA member agencies. In the times of crisis, and a call for higher efficiency of public spending, it has become necessary to demonstrate the impacts that quality assurance has in the different national contexts. The working group has carried out a number of activities, including collecting good practices on how QA agencies measure the impact of their processes; analysis of changes and improvements in methodologies and what is the link between them; exploring how impact in different areas is analysed by QA agencies; and detecting

interests for future developments on how QA agencies deal with impacts in different areas (teaching, management, HE policy). The work of the group has provided important input for a European project on measuring impact (IMPALA). The main findings of the research carried out by the group will be published in the ENQA publication series in early 2014.

## **WG 2 - QUALITY ASSURANCE IN LIFELONG LEARNING**

This working group was established in order to address the main European challenges and implications of quality assurance processes on lifelong learning programs. Their work also sought to promote transparency and comparability of LLP provision for all stakeholders.

## **WG 3 - STAFF DEVELOPMENT IN QA AGENCIES**

Due to the rapidly changing circumstances surrounding quality assurance in the EHEA, it has become challenging for QA agencies to train growing numbers of professional staff. The purpose of this working group was to develop a staff development scheme at the European level. Specific elements covered so far include the induction of new staff at agencies, staff development courses, a staff exchange scheme, and a mentoring scheme for new agency leaders.

## **WG 4 - STAKEHOLDER INVOLVEMENT IN QUALITY ASSURANCE PRACTICES**

The working group on stakeholders' involvement in QA practices was created to take stock of the current involvement of stakeholders across Europe and investigate how to strengthen their engagement, especially for those stakeholders whose involvement has thus far been insufficient, such as employers. The group's task was also to define methods for improving stakeholder involvement at the European level while being sensitive to the requirements of different national contexts. The results of the work of the group will be published in the ENQA publication series in 2014.

## **WG 5 - EXCELLENCE AND QUALITY ASSURANCE**

The notion of excellence is rapidly gaining ground on political and institutional level, and quality assurance is expected more and more to play a role in defining and certifying excellence. The idea of creating this working group grew out of the findings of the "Quality Procedure Project - visions for the future" -project which indicated a clear need for the current quality assurance procedures to focus on the concept of excellence in teaching and learning. The overall aim of the Excellence working group is to discuss the concepts of excellence in higher education and its implications for quality assurance. In order to achieve its aim, the working group has analysed the existing review literature on excellence and has identified different approaches and criteria for excellence in relation to quality assurance. A report of the group's work will be published in 2014. In the ENQA publication series.

## **WG 6 - KNOWLEDGE ON PART 3 OF THE ESG (THE KP3 GROUP)**

The "KP3" working group was established in 2013 on request of the ENQA Board with the main task of analysing how QA agencies align themselves with the ESG Part 3 and to offer solutions designed to improve their position. The group organises also an annual seminar for QA agency staff on implementation of the ESG and the impact of the ENQA reviews on the internal quality assurance mechanisms of the agencies.

## II. Outreach

Quality assurance is a highly dynamic field. Agencies are confronted with developing modes of provision of higher education, with questions raised by HEIs and stakeholders regarding the effectiveness and impact of their procedures and need to be responsive to new challenges. In addition, agencies use the experience gathered from the daily work to pose new questions to them and to develop their approaches and procedures further. ENQA, as the association of the European quality assurance agencies, plays an important role in taking up discussions at the European level and providing agencies with opportunities to work together in developing quality assurance further. In 2013, the following topics were on the agenda.

### 2.1 REPRESENTATION OF MEMBERS IN THE BOLOGNA PROCESS

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One of ENQA's main purposes is to represent its members at the European level and internationally, especially in political decision-making processes and in co-operation with stakeholder organisations. Therefore, active participation in the Bologna Follow up Group (BFUG) as a consultative member forms a major part of ENQA's policy making role.

Engagement in the BFUG also relates to the working groups which prepare the actual work of the BFUG. ENQA is a member of three of the Bologna working groups and two specific sub-groups.

#### **ESG REVISION**

ENQA, with its E4 partners ESU, EUA, EURASHE, and in cooperation with EI, BUSINESSEUROPE and the EQAR have engaged in the revision of the ESG throughout 2013. These seven organisations were mandated by the ministers at the Bologna Ministerial Conference 2012 in Bucharest to conduct the revision in order 'to improve the ESG regarding their clarity, applicability and usefulness'. The ESG form the basis for quality assurance activities of more than 800 universities and more than 3000 other higher education institutions in the 47 countries of the EHEA and also for the 40 ENQA members and many affiliates and therefore the revision process has been given high priority in ENQA's work in 2013.

#### **EUROPEAN APPROACH FOR QUALITY ASSURANCE OF JOINT PROGRAMMES**

In its report to the Bucharest ministerial conference, ENQA proposed to ministers to develop a specific European accreditation scheme for joint degrees in those countries where joint programmes are subject to compulsory accreditation. Experience has shown that, as ENQA had analysed in a workshop in Vienna in 2011, national specificities for approval of programmes are the most important barriers for HEIs to set up joint degrees. Ministers appreciated this ENQA initiative and mandated the BFUG-Structural Working Group and the BFUG-Working Group on Mobility to draft such a European Accreditation Approach. The working groups commissioned an ad hoc expert group, including an ENQA representative, which developed a policy proposal for a European approach for quality assurance of joint programmes.

#### **THE EUROPEAN QUALITY ASSURANCE REGISTER IN HIGHER EDUCATION (EQAR)**

ENQA is, together with the other E4 Group partners, a founding member of the EQAR Association, and thereby represented in the Executive Board of EQAR. According to the agreed annual rotation in the Executive Board, the Director of ENQA has been assuming the function of President since April 2013.

## 2.2 INTERNATIONAL AND EUROPEAN COLLABORATION

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In addition to the well-established collaboration in the E4 group for the organisation of the European Quality Assurance Forum, and with the additional three organisations EQAR, Business Europe and Education International for the revision of the ESG, ENQA has been actively involved with a number of European and international networks and organisations through events, joint projects, or information sharing activities.

# III. Development of the Association

## 3.1 EXTERNAL REVIEWS AND MEMBERSHIP OF ENQA AGENCIES

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External reviews of ENQA member agencies have proven to be of critical importance for assuring quality and trustworthiness of quality assurance agencies in Europe. The reviews are not only a precondition for full membership in ENQA, but a review report produced for ENQA membership purposes can also be used to apply for inclusion in the European Quality Assurance Register in Higher Education (EQAR). In addition, experience shows that these evaluations provide substantial developmental support to the agencies. By coordinating all reviews for ENQA membership since June 2011, ENQA aims to guarantee the professionalism and consistency of the reviews and hence significantly contribute to the quality assurance goals of the Bologna process. Coordinating reviews has constituted an increasing part of the work of the ENQA Secretariat over the past year and will continue to do so in the future. The following agencies completed an ENQA review in 2013.

- German Accreditation Council (GAC - Germany)
- European Association of Establishments for Veterinary Education (EAEVE - Austria)
- Norwegian Agency for Quality Assurance in Education (NOKUT - Norway)
- Hungarian Accreditation Committee (HAC - Hungary)
- Quality Assurance Agency for Higher Education (QAA - UK)
- European Chemistry Thematic Network Association (ECTNA - Belgium)
- Agency for Quality Assurance in Higher Education (ARACIS - Romania)
- Agency for the Evaluation and Promotion of Quality in Ecclesiastical Faculties (AVEPRO - Holy See)

The completed review reports of ENQA member agencies are available on the ENQA website.

### **FULL MEMBERSHIP**

Full Membership of ENQA was granted to the following agencies after a successful external review:

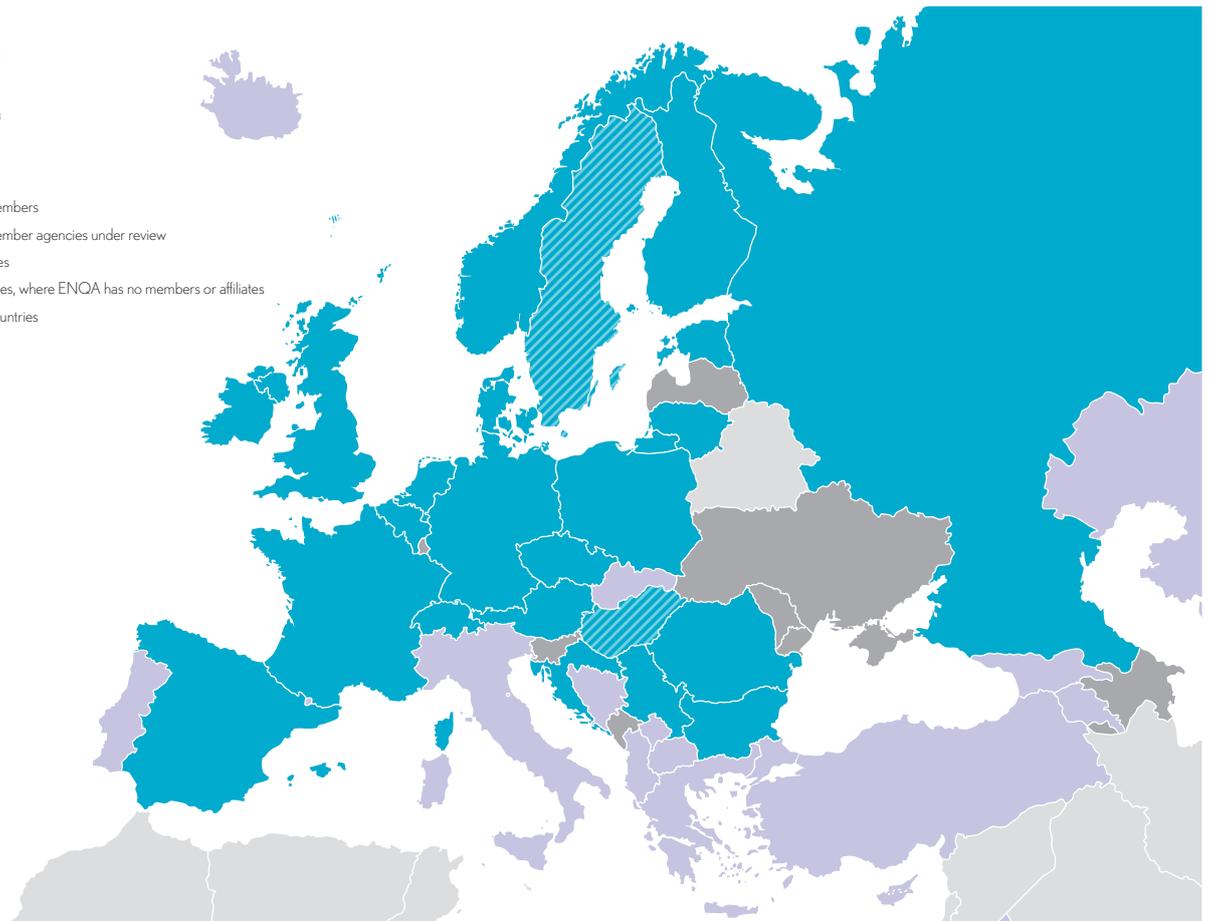
- Estonian Higher Education Quality Agency (EKKA - Estonia)
- Commission for Accreditation and Quality Assurance (CAQA - Serbia)

At the end of 2013, ENQA had 40 Full members in 23 countries (Cf. Annex 2).

The map below shows the location of ENQA members and affiliates across the EHEA.



- ENQA full members
- ENQA full member agencies under review
- ENQA affiliates
- EHEA countries, where ENQA has no members or affiliates
- non EHEA countries



**Map of members and affiliates of ENQA**

## 3.2 ENQA AFFILIATES

In addition to membership, ENQA has another type of formalised relationship with other bodies – Affiliation. Affiliates of ENQA are bona fide organisations or agencies with a demonstrable interest in the quality assurance of higher education. Affiliation to ENQA continues to raise much interest in bodies working in the field of quality assurance in higher education. In 2013, the following organisations became Affiliates of ENQA:

- National Center for Educational Quality Enhancement (NCEQE), Georgia
- National Agency for the Evaluation of Universities and Research Institutes (ANVUR), Italy
- Accreditation Commission of the Slovak Republic (ACSR), Slovak Republic
- Aragon Agency for Quality Assessment and Accreditation (ACPUA), Spain
- Accreditation Service for International Colleges (ASIC), United Kingdom
- Board of Evaluation, Accreditation, and Quality Assurance in Higher Education of the Republic of Ecuador (CEAACES), Ecuador
- Higher Education Accreditation Commission (HEAC), Jordan

In addition, the Kazakh Independent Agency for Accreditation and Rating (IAAR), which replaced the National Accreditation Center (NAC), was granted affiliate status.

At the end of 2013, ENQA had 48 Affiliates in 30 countries.

# IV. Organisation and Finances

## 4.1 BOARD

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The ENQA Board, elected by the General Assembly, consists of at least nine members and is chaired by the President of the Association. Board members may not serve continuously for more than two terms of three years. The Board appointments follow a rotation model, whereby three board members are under election each year. After the elections of the ENQA General Assembly 2013 the ENQA Board has currently the following members:

<b>Padraig Walsh</b> <i>President</i>	Quality and Qualifications Ireland (QQI)
<b>Helka Kekäläinen</b> <i>Vice-President</i>	Finnish Higher Education Evaluation Council (FINHEEC)
<b>Josep Grifoll</b> <i>Vice-President</i>	Catalan University Quality Assurance Agency (AQU Catalunya)
<b>Tove Blytt Holmen</b>	Norwegian Agency for Quality Assurance in Education (NOKUT)
<b>Caty Duykaerts</b>	Agency for Evaluation of Higher Education Quality in the French Community of Belgium (AEQES)
<b>Christoph Grolimund</b>	Swiss Center of Accreditation and Quality Assurance in Higher Education (OAQ)
<b>Rafael Llavori</b>	National Agency for Quality Assessment and Accreditation of Spain (ANECA)
<b>Anthony McClaran</b>	Quality Assurance Agency for Higher Education (QAA)
<b>Daisuke Motoki</b>	Foundation for International Business Administration Accreditation (FIBAA, Germany)
<b>Aurelija Valeikienė</b>	Centre for Quality Assessment in Higher Education (SKVC, Lithuania) – co-opted member

ENQA Board, staff, and member agencies would like to convey their thanks to Dr Achim Hopbach, who left his position as President of ENQA at the end of his second term in October 2013.

## 4.2 SECRETARIAT

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ENQA's daily administration and management are conducted by the Secretariat, located in Brussels, Belgium.

### ENQA SECRETARIAT



**Maria Kelo**  
*Director*



**Nathalie Lugano**  
*Project Manager*



**Zeynep Olcen**  
*Project Officer*



**Anaïs Gourdin**  
*Administrative Assistant*

## 4.3 ACCOUNTS 2013

### Balance sheet

ASSETS		LIABILITIES AND EQUITY	
<b>Fixed Assets</b>	<b>7 256</b>	<b>Own funds</b>	<b>289 230</b>
Office equipment and furniture	2 906		
Guarantees	4 350		
<b>Liquid Assets</b>	<b>1 268 983</b>	<b>Liabilities</b>	<b>956 009</b>
Receivables up to 1 year	472 311	Payables up to 1 year	96 291
Term Investment	150 000	Accruals and deferred income	859 718
Cash	604 458		
Prepayments and deferred charges	42 214		
<b>TOTAL</b>	<b>1 276 239</b>	<b>TOTAL</b>	<b>1 276 239</b>

### Profit and Loss Account

INCOME		EXPENDITURE	
Projects	259 233	Travel and subsistence	163 355
Projects seminar	3 200	Office and administration	128 128
Membership and Affiliate fees	317 215	Expert fees	148 527
External Review fees	254 435	Staff	271 953
Other income	13 171	Insurances	19 151
		Other costs	119 600
<b>Operational income</b>	<b>847 254</b>	<b>Operational expenditure</b>	<b>850 714</b>
<b>Operational result</b>	<b>-3 460</b>		
Financial income	7 293	Financial costs and taxes	1 992
<b>TOTAL RESULT</b>	<b>1 841</b>		

## ANNEX 1.

# ENQA events in 2013

### **ENQA WORKSHOP TO AGENCIES UNDERGOING AN EXTERNAL REVIEW**

Hosted by the Commission des Titres d'Ingénieur (CTI), Paris, France  
21-22 January 2013

### **3RD ENQA MEMBERS' FORUM**

Hosted by the Accreditation Commission of the Czech Republic (ACCR), Prague, Czech Republic  
25-26 April 2013

### **8TH ENQA TRAINING OF AGENCY REVIEWERS**

Hosted by the Hungarian Accreditation Committee (HAC), Budapest, Hungary  
13-14 May 2013

### **ENQA/EUA WORKSHOP "PROMOTING QUALITY CULTURE IN HIGHER EDUCATION INSTITUTIONS: THE ROLE OF QA AGENCIES",**

Hosted by the University Foundation, Brussels, Belgium  
12-13 September 2013

### **4TH ENQA GENERAL ASSEMBLY**

Hosted by the Center for Quality Assessment in Higher Education (SKVC), Vilnius, Lithuania  
29-30 October 2013

### **EQAF 2013 - "WORKING TOGETHER TO TAKE QUALITY FORWARD"**

Hosted by the University of Gothenburg, Sweden  
21-23 November 2013

# ENQA members and affiliates (as of 31.12.2013)

## FULL MEMBERS

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Full Members of ENQA are European quality assurance agencies or other quality assurance organisations in the field of higher education that have been operating and conducting actual quality assurance activities for at least two years. Full Members meet all ENQA membership criteria.

### NATIONAL AGENCIES AND ORGANISATIONS

#### **Austria**

- AQ Austria – Agency for Quality Assurance and Accreditation Austria, Vienna

#### **Belgium**

- AEQES – Agency for Quality Assurance in Higher Education, Brussels
- VLUHR – QAU – Flemish Council of Universities and University Colleges Quality Assurance Unit, Brussels

#### **Bulgaria**

- NEAA – National Evaluation and Accreditation Agency, Sofia

#### **Croatia**

- ASHE – Agency for Science and Higher Education, Zagreb

#### **The Czech Republic**

- Accreditation Commission Czech Republic, Prague

#### **Denmark**

- EVA – Danish Evaluation Institute, Copenhagen
- The Accreditation Institution, Copenhagen

#### **Estonia**

- EKKA – Estonian Higher Education Quality Agency, Tallinn

#### **Finland**

- FINHEEC – Finnish Higher Education Evaluation Council, Helsinki

#### **France**

- AERES – Evaluation Agency for Research and Higher Education, Paris
- CTI – Commission des Titres d'Ingénieur, Neuilly-sur-Seine

#### **Germany**

- ACQUIN – Accreditation, Certification and Quality Assurance Institute, Bayreuth
- AHPGS – Accreditation Agency for Study Programmes in Health and Social Sciences, Freiburg
- AQAS – Agency for Quality Assurance through Accreditation of Study Programmes, Cologne
- ASIIN e.V. – Accreditation Agency Specialised in Accrediting Degree Programmes in Engineering, Informatics, the Natural Sciences and Mathematics, Duesseldorf
- EVALAG – Evaluation Agency of Baden-Wuerttemberg, Mannheim
- FIBAA – Foundation for International Business Administration Accreditation, Bonn
- GAC – German Accreditation Council, Bonn
- ZEvA – Central Evaluation and Accreditation Agency Hannover, Hannover

#### **Ireland**

- QQI – Quality and Qualifications Ireland, Dublin

**Lithuania**

- SKVC - Centre for Quality Assessment in Higher Education, Vilnius

**The Netherlands**

- NVAO - Accreditation Organisation of the Netherlands and Flanders, The Hague
- QANU - Quality Assurance Netherlands Universities, Utrecht

**Norway**

- NOKUT - Norwegian Agency for Quality Assurance in Education, Oslo

**Poland**

- PKA - Polish Accreditation Committee, Warsaw

**Romania**

- ARACIS - Agency for Quality Assurance in Higher Education, Bucharest

**Russia**

- NAA - National Accreditation Agency of the Russian Federation, Yoshkar-Ola

**Serbia**

- CAQA - Commission for Accreditation and Quality Assurance, Belgrade

**Spain**

- AAC-DEVA - Andalusian Agency of Knowledge, Department of Evaluation and Accreditation, Sevilla
- ACSUCYL - Quality Assurance Agency for the University System in Castilla y León, Valladolid
- ACSUG - Agency for Quality Assurance in the Galician University System, Santiago de Compostela
- ANECA - National Agency for Quality Assessment and Accreditation of Spain, Madrid
- AQU - Catalan University Quality Assurance Agency, Barcelona

**Switzerland**

- OAQ - Swiss Center of Accreditation and Quality Assurance in Higher Education, Bern

**UK**

- QAA - Quality Assurance Agency for Higher Education, Gloucester

**FULL MEMBERS UNDER REVIEW****Hungary**

- HAC - Hungarian Accreditation Committee, Budapest

**Sweden**

- UK-Ämbetet - The Swedish Higher Education Authority, Stockholm

**EUROPEAN AGENCIES AND ORGANISATIONS**

- EUA - Institutional Evaluation Programme
- ECCE - European Council on Chiropractic Education

## AFFILIATES

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Affiliates are bodies that do not wish to or, for whatever reason, are unable to apply to become members of ENQA. Affiliates are bona fide organisations or agencies with a demonstrable interest in the quality assurance of higher education.

**AFFILIATES - REGIONAL**

- CEENQA - Central and Eastern European Network of Quality Assurance Agencies in Higher Education

## AFFILIATES - NATIONAL

### **Albania**

- PAAHE – Public Accreditation Agency for Higher Education, Tirana

### **Andorra**

- AQUA – Quality Assurance Agency for Higher Education in Andorra, Sant Julià de Lòria

### **Armenia**

- ANQA – National Centre for Professional Education Quality Assurance Foundation, Yerevan

### **Bosnia and Herzegovina**

- HEA – Agency for Development of Higher Education and Quality Assurance - Bosnia and Herzegovina, Banja Luka

### **Cyprus**

- CEEA – Council of Educational Evaluation-Accreditation, Nicosia
- YÖDAK – The Higher Education Planning, Evaluation, Accreditation and Coordination Council, Nicosia

### **France**

- CIEP – Centre International d'Etudes Pédagogiques, Sèvres

### **Georgia**

- NCEQE – National Center for Educational Quality Enhancement

### **Germany**

- HRK – German Rectors' Conference, Bonn

### **Greece**

- HQAA – Hellenic Quality Assurance Agency for Higher Education, Athens

### **Holy See**

- AVEPRO – Agency for the Evaluation and Promotion of Quality in Ecclesiastical Faculties, Rome

### **Iceland**

- Office of Evaluation and Analysis of the Icelandic Ministry of Education, Science and Culture, Reykjavik

### **Ireland**

- HEA – Higher Education Authority, Dublin

### **Israel**

- CHE – Council for Higher Education, Jerusalem

### **Italy**

- ANVUR – National Agency for the Evaluation of Universities and Research Institutes, Rome
- ASFOR – Italian Association for Management Development, Milan
- QUACING – Agency for Quality Assurance and Accreditation of EUR-ACE Courses of Study in Engineering, Rome

### **Kazakhstan**

- IAAR – Independent Agency for Accreditation and Rating, Astana
- IQAA – Independent Kazakhstan Quality Assurance Agency in Education, Astana

### **Kosovo**

- KAA – Kosovo Accreditation Agency, Pristina

### **Former Yugoslavian Republic of Macedonia**

- HEAEB – Higher Education Accreditation and Evaluation Board, Skopje

**The Netherlands**

- Hobéon, The Hague
- Inspectorate of Higher Education in the Netherlands, Utrecht

**Portugal**

- A3ES - Agency for Evaluation and Accreditation of Higher Education, Lisbon

**Romania**

- AIEQA - Autonomic Institute for Educational Quality Assurance, Arad

**Russia**

- AKKORK - Agency for Higher Education Quality Assurance and Career Development, Moscow
- NCPA - National Centre of Public Accreditation, Yoshkar-Ola

**The Slovak Republic**

- ACSR - Accreditation Commission of the Slovak Republic, Bratislava

**Spain**

- ACCUEE - Agencia Canaria de Calidad Universitaria y Evaluación Educativa, Santa Cruz de Tenerife, Canary Islands
- ACPUA - Aragon Agency for Quality Assessment and Accreditation, Zaragoza
- AQUIB - Agency for the Quality of the University in the Balearic Islands, Palma de Mallorca, Balearic Islands

**Turkey**

- CoHE - Council of Higher Education, Ankara

**United Kingdom**

- ASIC - Accreditation Service for International Colleges, Stockton-on-tees
- BAC - British Accreditation Council, London

**AFFILIATES - EUROPEAN**

- EAEVE - European Association of Establishments for Veterinary Education
- EMTRAIN - European Medicines Research Training Network
- AEC - European Association of Conservatoires
- ECBE - European Council for Business Education
- EFMD - European Foundation for Management Development
- IFLA Europe - International Federation of Landscape Architects
- EAALS - European Accreditation Agency for the Life Sciences
- EEAA - European Evangelical Accrediting Association
- ECA - European Consortium for Accreditation
- ELIA - The European League of Institutes of the Arts

**AFFILIATES - NON-EUROPEAN**

- AACSB International - The Association to Advance Collegiate Schools of Business
- ACBSP - Accreditation Council for Business Schools and Programs
- CEAACES - Board of Evaluation, Accreditation, and Quality Assurance in Higher Education of the Republic of Ecuador
- HEAC - Higher Education Accreditation Commission

## ABOUT ENQA

The European Network for Quality Assurance in Higher Education was established in 2000 to promote European co-operation in the field of quality assurance. In November 2004 the General Assembly transformed the Network into the European Association for Quality Assurance in Higher Education (ENQA).

The mission of ENQA is to contribute significantly to the maintenance and enhancement of the quality of European higher education at a high level, and to act as a major driving force for the development of quality assurance across all the Bologna signatory countries.

ENQA's purposes are essentially threefold:

- to represent its members at the European level and internationally, especially in political decision making processes and in co-operations with stakeholder organisations;
- to function as a think tank for developing further quality assurance processes and systems in the EHEA; and
- to function as a communication platform for sharing and disseminating information and expertise in quality assurance among members and towards stakeholders.

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### **ENQA Secretariat**

Avenue de Tervuren 36-38, bte 4

1040 Brussels, Belgium

Tel: +32 2 735 56 59

Fax: +32 2 736 98 50

E-mail: [secretariat@enqa.eu](mailto:secretariat@enqa.eu)

Website: [www.enqa.eu](http://www.enqa.eu)