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ENQA aisbl

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# Message from the President



In the history of ENQA, 2011 was an important milestone. It saw the relocation of the ENQA Secretariat from Helsinki to Brussels and thus an increased and facilitated contact and collaboration with the E4 Group partners, the European Commission, and other European associations and stakeholders. Our presence in Brussels ensures that ENQA is increasingly seen as the main expert body in quality assurance at the European level, with impact and relevance in the building of European policies in this field.

In this phase of transition period, ENQA fulfilled its purposes successfully and acted as a well-received voice of its members in political decision making processes at national and at European levels.

ENQA has taken forward its strategic goals of being recognised as a main political actor with material influence on decision-making processes at the European level to deliver on the core values of quality assurance as enunciated in the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) and as the preferred partner in all matters relating to the development of quality assurance at the European level. Serving its members has been the driving force behind these activities.

In terms of developing quality assurance further ENQA can look back at two successful years in particular concerning the work on examining the implementation of the ESG and starting their revision. The work on the revision of the ESG will continue throughout 2013 and an initial proposal will be presented to the Bologna Follow up Group in early 2014. It is of utmost importance for quality assurance in the European Higher Education Area (EHEA) and, hence, for ENQA, that the revision process does not distract the ESG from their basic principles, which has repeatedly been emphasised by ENQA representatives in relevant discussions.

The past two years also saw a number of changes with regard to services for members. ENQA concentrated on services for new and future members by organising events that aimed at advising them on how to align their processes with the ESG. ENQA has also continued to coordinate an increasing number of external reviews of quality assurance agencies, while underlining the growing importance of the reviews as a developmental tool for the agencies.

With the introduction of the Associate membership category, ENQA wishes to extend its representation to bodies that do not fit in the traditional model of nationally recognised agencies, but which comply with the ESG in their work.

What is to be highlighted is the steadily growing participation of member agencies in projects and activities of ENQA, notably in the new working groups which were established in 2012 in order to develop policy and share practice and experiences in five important thematic areas for quality assurance in Europe. ENQA has a key role in bringing experts in quality assurance together to develop quality assurance further.

I would like to conclude with a word of thanks to the Board members, who invest a huge amount of time and resources in activities for our Association. The same counts for the Secretariat which is our "door to Brussels" and which constantly makes our work more efficient and professional.

ENQA can only perform its role as the "voice of the agencies" and as a primary platform for developing quality assurance further through the active participation of its members, and by sharing the vast experience in the field with colleagues. I would therefore like to thank all members who, in various ways, participated actively in the work of ENQA. I look forward to another fruitful year serving our membership and developing quality assurance in the EHEA further.

A handwritten signature in blue ink, appearing to read 'A. Hopbach'.

**Achim Hopbach**  
*President of ENQA*

# 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 projects, events, publications, the website and the recently launched ENQA Newsletter.

This section gives an overview of the main activities of ENQA in 2011 and 2012. Further information on ENQA activities and publications is available in the annexes of this report and on the ENQA website.

## 1.1 EVENTS AND PUBLICATIONS

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Relevant, topical issues in the field of quality assurance are addressed in events such as workshops and seminars. Open to ENQA members, affiliates as well as to other interested parties, the events are an essential forum for dialogue and networking between European quality assurance professionals and stakeholders. They are usually organised in the framework of a project and result in a publication, which consist in a series of articles written by the presenters based on their presentation.

In addition to the events organised in the framework of projects, ENQA organised its Annual General Assembly and Members Forum in both 2011 and 2012 and participated in the preparation of the annual European Quality Assurance Forums (EQAF).

### ProENQA events

From 2010 to 2012, ENQA coordinated the *ProENQA project*, supported by the Lifelong learning Programme of the European Commission, which included a number of activities targeting mainly quality assurance agencies in Europe, but also other stakeholders in higher education quality assurance. Activities included for example a number of workshops on different topics in quality assurance, such as quality assurance of joint programmes, quality assurance and lifelong learning, quality assurance and qualifications frameworks and quality assurance and transparency.

The project included also annual seminars on internal quality assurance, as well as four training sessions for external experts for the periodical reviews of quality assurance agencies.

The primary objective of the ProENQA project was to bring together QA professionals from QA agencies in Europe, and other related stakeholders, in order to engage them in a fruitful and continuous dialogue on the current challenges and developments in higher education and its quality assurance, to support the creation of informed policies and furthering of a European dimension in quality assurance of higher education.

### WORKSHOPS

A thematic workshop on **Lifelong Learning** gathered the main stakeholders in QA to discuss standards and procedures for external a quality assurance in LLL. The workshop contributed to a joint understanding of the quality assurance in LLL (levels 5 to 8) between all stakeholders, as well as to disseminate information on good practice of external quality assurance in LLL. To ensure continuity in this area, an ENQA Working Group on QA and lifelong learning was set up in 2012 (Cf. page 12).

In view of the Bologna Process ministerial conference of April 2012 in Bucharest, ENQA invited representatives of ENQA members and affiliates, the Nordic Quality Assurance Network in Higher Education (NOQA), the European Consortium for Accreditation (ECA) and the European Commission to analyse the experience already gained in **quality assurance of joint programmes** as regards specific issues and methodological approaches. The workshop resulted in a report and a recommendation to authorise a specific European accreditation approach for joint programmes which should be applied to all those programmes that are subject to compulsory programme accreditation at national level. The report was presented to the the ministers responsible for higher education in the European Higher Education Area (EHEA) at their meeting in Bucharest in April 2012. ENQA is now involved in a sub BFUG working group on Joint programmes

whose task is to develop a policy proposal for a European accreditation approach for Joint programmes.

The International Network for Quality Assurance Agencies in Higher Education (INQAAHE) and ENQA organised a joint conference entitled **“Internationalisation and QA: Connecting European and Global Experiences”**. The event gathered QA experts from Europe and all over the world to explore important themes such as the various forms of international higher education and their relation with the professional accreditors, recently established European and International disciplinary accreditation initiatives, as well as mutual recognition initiatives used in different regions. The event also presented and discussed the role, methodologies and impact of “quality labels” in Europe, and their interaction with traditional quality assurance carried out by national quality assurance agencies.

The theme of **qualifications frameworks and their relation to quality assurance** is gaining urgency in the European scene as more and more countries are completing their national qualifications frameworks and quality assurance agencies need to take important decisions on how to implement them. ENQA addressed in a workshop some of the key features of the qualifications frameworks, namely the specification of learning outcomes, processes for assessing learners’ attainment of the expected outcomes, their relation to the ECTS, identification of transfer and progression routes, and recognition of prior learning.

In order to intensify and widen the reach and implementation of good quality assurance procedures in the EHEA, ENQA has planned advisory activities for countries where quality assurance procedures have not yet been/are being established. The ENQA workshop entitled **“Development of QA procedures and alignment to the ESG”** fell within the scope of the advisory function of ENQA. The event targeted specifically new agencies and those in the process of aligning their processes to the European Standards and Guidelines. It presented an opportunity to learn from agencies with a longer history in working with the ESG and to share challenges, solutions and good practice between all participants.

### **ANNUAL INTERNAL QUALITY ASSURANCE (IQA) SEMINARS**

In 2011, the IQA seminar looked into how to use **benchmarking** in developing agencies internal quality assurance processes and focused mainly on practical approaches to benchmarking in quality assurance agencies. In preparation for the seminar, in January-May 2011, a range of agencies gathered information in their own organisation on one of the following themes: staff development, performance indicators, and follow-up on feedback. The agencies were then invited to compare their own practices with others in small groups. The findings of this benchmarking activity were presented during the seminar and served as an inspiration for further discussions.

In 2012, the IQA seminar presented the results of a survey called **“Assessing impact - Using external reviews and evaluations for internal learning”** completed by ENQA member agencies previously. Some member agencies held short presentations and shared their practices and experiences on three different themes: “General principles of IQA”, “The Internal Impact of External Reviews” and “Assessing Impact of Evaluations for Internal Learning”. The survey indicated that all respondent agencies use an IQA system which is in most cases ‘tailor-made’ for a given agency and based on the Plan-Do-Check-Act approach. The external review process was described by most agencies as a process leading to learning, development and change. The majority of agencies currently assesses the impact of their own evaluations/accreditations or is planning to do so in the near future within research or European cooperation projects.

### **TRAINING OF AGENCY REVIEWERS**

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. ENQA carried out four trainings, each attended by about 30 invited experts nominated by ENQA member agencies or stakeholder organisations. The professionalism of the sessions was ensured by the expertise and experience brought by three members of the ENQA Board who prepared and led the sessions. The ENQA pool of experts is composed exclusively of experts who have attended a training session (167 as of December 2012) and may thus be invited to carry external reviews of agencies.

Training sessions will continue to be organised at the rate of one per year, to maintain a sufficiently large pool of trained experts.

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.

## Other project events

### “MAPPING THE APPLICATION AND IMPLEMENTATION OF THE ESG” (MAP-ESG) LAUNCH CONFERENCE

The findings of the MAP-ESG project and the recommendations to the Bologna ministerial conference 2012 on further development of the ESG were presented and discussed at a launch event in January 2012. The conference, organised in partnership by ENQA, EUA, EURASHE and ESU, was attended by around 150 participants from the Bologna Follow-Up Group, representatives of ministries, national rectors' conferences, student organisations, quality assurance agencies and employers. For further information on the MAP-ESG project, see page 7.

### GIQAC PROJECT RELATED EVENTS

Within the framework of the “Global Initiative for Quality Assurance Capacity” (GIQAC), ENQA carried out a capacity building project on **supporting QA development in the Balkans and Central Asia** (cf. page 8). In the Balkans, the project started in June 2011 with a workshop entitled **“Implementing the ESG in the Balkan Region”** which served as a forum for consultancy and networking between agencies and sought to offer clarification on the current interpretation of the ESG, to discuss the role of the national context when implementing the ESG, and to advise on how national QA systems and QA procedures can be aligned with the ESG. Another event took place in March 2012 in Zagreb in the form of a **training workshop**, targeting young agencies in the region and focusing on the alignment of procedures to the ESG, the preparation of external reviews and writing of the self-evaluation report. **Peer observation visits** between agency staff members were then organised, where HEA (Bosnia and Herzegovina) and CAQA (Serbia) visited ASHE (Croatia), the only agency in the region which had so far successfully passed an external review of ENQA.

In December 2011, the project was kicked off in the Central Asia region with a workshop on **“Establishing and developing quality assurance in Central Asia and Eastern Europe”** in Kazakhstan, targeting QA experts and relevant actors in the region and focusing on basic questions of sharing knowledge and understanding internationally agreed principles for quality assurance such as the ESG. The kick-off workshop was followed up in four countries by **expert consultancy visits** supporting the development of QA systems in the target countries.

## European Quality Assurance Forum (EQAF)

Over the years, the 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 the EQAF. Both Forums in 2011 and 2012 gathered over 400 participants from Europe and beyond. This confirms the importance of the EQAF as the main European event in the field of quality assurance.

### “Quality and Trust: at the heart of what we do”, 17-19 November 2011

The sixth European Quality Assurance Forum, entitled “Quality and Trust: at the heart of what we do”, aimed to explore the purposes and essence of both internal and external QA, and how QA can be further developed to serve these purposes better.

### “How does Quality Assurance Make a Difference?”, 22-24 November 2012

The seventh edition of EQAF specifically explored the impact of external and internal QA on higher education policies and institutional realities. In this context, the sessions addressed issues such as the link between external evaluation and institutional follow-up; the relationship between QA, pedagogical approaches and student learning; QA supporting institutional aims and profiles, as well as informed decision-making (of students, departments, institutions, policy makers, etc.); and the role of QA in globalised higher education.

## Statutory meetings

In addition to project related events, ENQA organised its General Assembly and Members' Forum both in 2011 and 2012.

### GENERAL ASSEMBLY

The General Assembly of ENQA in October 2011 provided an opportunity to present the interim report of the project *Mapping the Implementation and Application of the ESG (MAP-ESG)*, as well as the interim report and first results of the *Quality Procedures Project (QPP) - Visions for the Future* (see 1.2 Projects).

The issues of political frameworks and their implications on QA; evaluating the impact of QA; and the impact of QA on the recognition of degrees were also discussed. As regards membership matters, the General Assembly introduced a new category – the **Associate membership** – open to European quality assurance organisations in the field of higher education that do not fit into the prevailing model of nationally recognised agencies, but still conduct quality assurance procedures in accordance with the ESG in the EHEA.

In October 2012, the General Assembly provided a good opportunity to discuss the **prospects for the European QA agenda** after the Bucharest ministerial conference from three different perspectives: QA agencies, the Bologna Follow-up Group and the European Quality Assurance Register in Higher Education (EQAR).

The participants were invited to present and discuss the recent or forthcoming changes in their agencies. Three themes emerged: some changes were related to higher education policy and new roles for quality assurance; other changes were introduced with a view to increase international QA activities and cooperation; finally, the third category brought together changes aiming at making QA activities more effective and efficient.

In a round table discussion, three ENQA member agencies – QQI, AERES and ACE Denmark – gave their perspective on the ministerial mandate for the **revision of the ESG**. Chief executives of agencies had an opportunity to exchange views in a working group on the theme “Independence of agencies in a time of austerity”.

### MEMBERS' FORUM

The General Assembly of 2010 introduced a second annual meeting for all members, the so-called Members' Forum. The Members' Forum aims at strengthening the role of members in the internal decision-making process of ENQA and in the work that is carried out by the Board.

The main themes of the 1<sup>st</sup> ENQA Members' Forum, which took place in March 2011, were the **use of transparency tools** and the **membership structure**. The meeting led to the approval of the ENQA Position Paper on transparency tools. In order to pursue ENQA's objective of being an inclusive association comprising quality assurance agencies from all countries in the EHEA, the Board consulted members on the ways in which to reflect current QA developments in ENQA membership structure.

The 2<sup>nd</sup> Forum of April 2012 responded to the interest among member agencies to discuss the topic of **impact evaluation of external quality assurance** and the **independence of agencies**, especially how to safeguard independence and ensure harmony between agencies, governments and HEIs. In addition, the participants took account of the challenges and expectations of the Bologna Process in view of the EHEA ministerial conference of April 2012.

In order to explore the impact of external QA further, ENQA launched a Working Group on Impact of Quality Assurance in April 2012 (cf. page 12).

## ENQA Networking and information event

To celebrate its first year in Brussels, ENQA organised in June 2012 a Networking and information event, entitled “The future of QA in Europe – the role of ENQA”, to meet and connect with Brussels-based associations, entities, and actors working for European and international higher education. On this occasion, ENQA presented the main outcomes of the recent ENQA project “Quality Procedures in the European Higher Education Area and Beyond – Visions for the future”.

## Publications

In 2011-2012, the ENQA produced 11 publications (eight workshop reports and three occasional papers) on the developments in the European quality assurance. All the reports are available on the ENQA website, and are an important source of up-dated information on current QA issues.

The list of publications can be found in Annex 2 of this report.

## ENQA Newsletter

2012 marked the launch of the ENQA Newsletter, which provides an additional platform for ENQA Members and Affiliates to share news on their national context, projects, or other activities. It also gives an overview of the latest developments within ENQA (events, publications, etc.) and its partners (e.g. the E4 Group), and policy developments at the European and national levels. The Newsletter is issued on a quarterly basis and is an important source of information for a wide readership beyond ENQA membership.

## 1.2 PROJECTS

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### ENQA as project coordinator

#### “QUALITY PROCEDURES IN THE EHEA 2011”

In the framework of the ProENQA project financed by the Lifelong Learning Programme of the European Commission, ENQA conducted a survey of quality procedures in European higher education focusing on good practice in external quality assurance. The final survey report “*Survey on Quality Procedures in European Higher Education: visions for the future*” was published in March 2012. It was also submitted to the meeting of the Bologna Ministerial Conference in Bucharest in April 2012.

Among the conclusions of the QP Project are the importance of the **enhancement aspect of QA**, the trend to increasingly **focus on institutional** (rather than programme) **QA approach** and the **agencies’ scope of activity has broadened**, i.e. the border between traditional QA agencies and other actors has blurred.

The QP Project will continue with the creation of a web resource/database on the ENQA website where good, efficient agencies’ quality procedures can be shared among QA professionals in Europe and beyond. The tool will be available on the new ENQA website to be launched in 2013.

#### “MAPPING THE APPLICATION AND IMPLEMENTATION OF THE ESG” (MAP-ESG)

Since the adoption of the ESG in 2005, considerable progress has been made in their implementation and impact. After five years of experience with using the ESG, the need arose to analyse and review them. In 2010, the E4 Group (ENQA, ESU, EUA and EURASHE) decided to launch a project aiming at “Mapping the Implementation and Application of the ESG” (MAP-ESG). The project partners first gathered preliminary feedback from stakeholders on how the ESG have been implemented and applied in the 47 Bologna signatory countries in HEIs and in QA agencies. A thorough discussion was subsequently launched with selected stakeholders on the ESG in their entirety to evaluate whether the ESG were appropriate and up-to-date to fulfil their main task in contributing to the development of the EHEA. The project outcomes showed that there is clear evidence of the **positive impact of the ESG on QA** in the EHEA and the ESG need to be thoroughly revised to **improve their clarity, applicability and usefulness** but not to change the content.

The project report, presented at a launch event in January 2012 (cf. page 5), made a recommendation on the appropriateness of a revision of the ESG. In April 2012, the report was brought to the attention of the Bologna Ministerial Conference, which took note of the outcomes of the project and mandated the E4 group, together with Education International, BusinessEurope and EQAR to provide an initial proposal for the revised ESG to the Bologna Follow-up Group in 2014. Three months after the end of the MAP-ESG project, the revision process started in September 2012. The submission of the first draft of the revised ESG to the BFUG is scheduled for February 2014. It is obvious that the revision of the ESG will be an important task for the coming year, and a high priority for ENQA. One of

the most important aspects from ENQA's perspective will be, based on the outcomes of the MAP-ESG project, to assure that the ESG can also in the future perform their major task of giving guidance for quality assurance in the EHEA as opposed to turning into a prescriptive checklist.

### GIQAC CAPACITY BUILDING PROJECT ON SUPPORTING QA DEVELOPMENT IN THE BALKANS AND CENTRAL ASIA

ENQA carried out a project in the framework of the "Global Initiative for Quality Assurance Capacity" (GIQAC) – a joint initiative of UNESCO and the World Bank. The project focused on capacity building activities for quality assurance networks in the field of higher education in the regions of Central Asia and the Balkans.

In the **Balkan region**, the project aimed at **supporting recently established quality assurance agencies** to comply with internationally accepted standards such as the ESG and to engage in sharing good practice at the regional level. In **Central Asia**, the focus lay more on **raising the level of awareness of internationally agreed principles** for quality assurance, such as the ESG, and consequently adapting and implementing them while respecting the national framework.

The project was very well received in the target countries and opened doors to further collaboration and the widening of ENQA membership into these regions. The project came to an end in June 2012.

### "TRANSPARENCY OF EUROPEAN HIGHER EDUCATION THROUGH PUBLIC QUALITY ASSURANCE REPORTS" (EQAREP)

In late 2012 ENQA started working, together with the project partners – European Full members ASHE, EKKA, IUQB and OAQ – on a European Commission LLP supported project on quality assurance reports. The aim of the project is to respond to the **need for more transparent, comparable and reliable information** on the quality and quality assurance of European higher education. In order to do that, the project will map the current publication practices as well as explore the different needs of stakeholders for transparent and comparable information. The evidence gathered will be used to develop **standards for different types of quality assurance reports** in the European Higher Education Area, and furthermore, the project team will evaluate whether a **European template for quality assurance reports** is feasible. The project will run for two years until 30 September 2014.

## ENQA as project partner

### "THE IMPACT OF LIFELONG LEARNING STRATEGIES ON PROFESSIONAL HIGHER EDUCATION IN EUROPE" (FLLLEX), 2010-2012

The **challenges and implications of incorporating Lifelong Learning into European HEIs** were addressed in this project, which analysed how flexible institutions are when it comes to Lifelong Learning and the role of higher education in the wider landscape of Lifelong Learning. The project outcomes provide HEIs with support in setting out the lines for an institutional strategy for Lifelong Learning. Policy advice to European and national players is also proposed. To assist HEIs in implementing LLL and in defining or further developing an institutional strategy, a self-assessment instrument was designed and developed by ENQA: the **FLLLEX-Radar**. The tool was designed to foster active involvement of stakeholders during the self-assessment exercise. The FLLLEX Radar was tested at several institutions throughout Europe and it can be consulted on the project website: [www.flllex.eu](http://www.flllex.eu).

The methodology proposed by ENQA was oriented basically to make an analysis of policies and strategies for lifelong learning in HE institutions, rather than on assessing the quality of the lifelong learning programmes themselves.

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

The Tempus project "Towards Trust in Quality Assurance Systems" aims at providing a **common transparent framework for the quality assurance** of the Ukrainian higher education system in line with the common European academic culture and supporting both the national reform of higher education and integration of Ukraine into the EHEA. The project will also create a **national quality assurance Portal** based on the shared and formal framework. ENQA's role in the project is mainly to provide material and trainings related to general overview of European quality assurance of institutions to the teams developing the common Ukrainian framework.

## 1.3 WORKING GROUPS

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To respond to the needs and interests of several ENQA members, and to address topical issues in quality assurance, in 2012 ENQA set up the following working groups:

WG 1 – **Impact** of quality assurance

WG 2 – Quality assurance and **lifelong learning**

WG 3 – **Staff development** in QA agencies

WG 4 – **Stakeholder involvement** in quality assurance

WG 5 – **Excellence** and quality assurance

An open call for expressions of interest to participate in the working groups was launched among the ENQA members and affiliates, and most groups were met with unexpectedly high interest – showing how important it is for ENQA as an Association to promote and facilitate discussions and sharing of experiences in certain key areas of QA and the operations of QA agencies. The working groups are a fertile ground for the development of future projects and provide input for a number of ENQA events.

## 2. Outreach

### 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. Since April 2012, ENQA is represented in the following working groups:

- a. **Reporting on the Implementation of the Bologna process** (Radu Damian)
- b. **Structural Reforms** (Achim Hopbach)
- c. **Mobility and Internationalisation** (Maria Kelo)

ENQA also published and presented a report to the Bucharest ministerial meeting of April 2012 which highlights relevant features of the state of development of quality assurance in the EHEA and ENQA's most recent contribution to developing quality assurance further, as well as its responses to the challenges that are lying ahead. The report is available on the ENQA website.

### 2.2 INTERNATIONAL AND EUROPEAN COLLABORATION

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Co-operation between ENQA, ESU, EUA, EURASHE, ENIC-NARIC, BusinessEurope, Education International, and the European Commission has continued in the past two years. The organisations have actively attended each other's events and conferences as speakers, panellists or participants. The cooperation of the E4 organisations has further tightened through the implementation of the MAP-ESG project and the organisation of the European Quality Assurance Forum. The presence of the ENQA Secretariat in Brussels further facilitates the formal and informal contacts between the organisations.

In addition, ENQA collaborated through participation in events, provision of expertise, or in projects with ASEAN University Network's AUNQA, with the Global Initiative for Quality Assurance Capacity (GIQAC) support (capacity building project in the Balkans and Central Asia) and the Arab Network for Quality Assurance in Higher Education (ANQAHE).

The members of the Board represented ENQA at several international events, such as the Council for Higher Education Accreditation (CHEA) annual conference in 2011; the INQAAHE conference in 2011; the European Commission conference on QA in HE in 2011; the CEENQA workshop and General Assembly in 2012; and the EURASHE 22<sup>nd</sup> Annual conference in 2012, to name but a few.

#### **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.

As of December 2012, all agencies that have successfully been included in the Register are full members of ENQA.

# 3. Development of the Association

## 3.1 ENQA STRATEGY

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According to the ENQA Strategic Plan 2011-2015, approved by the General Assembly in 2011, the main strategic objectives of ENQA are:

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

These objectives have been translated into a concrete work plan for clear measures to strengthen ENQA's role as a political actor, and its core functions in serving its members. ENQA concentrated its activities in following closely and implementing the work plan.

## 3.2 EXTERNAL REVIEWS AND MEMBERSHIP OF ENQA AGENCIES

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External reviews of ENQA member agencies have proved to be of critical importance for **assuring quality and trustworthiness** of European quality assurance agencies. The reviews are not only a precondition for full membership in ENQA but a review report produced for ENQA membership purposes can also be taken as the basis for decision 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 – with the exception of cases where this is not possible due to national restrictions – ENQA aims to guarantee the professionalism and consistency of the external reviews of agencies, and hence significantly contributing to the QA goals of the Bologna process.

Coordinating reviews has therefore constituted an increasing part of the work of the ENQA Secretariat in the past two years and will continue to do so in the future.

The review reports of agencies which were successful in their membership application are available on the ENQA website.

### Full membership

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

#### 2011

- Agence pour l'Évaluation de la Qualité de l'Enseignement Supérieur (AEQES), Belgium
- Agency for Science and Higher Education (ASHE), Croatia
- Quality Assurance Netherlands Universities (QANU), Netherlands

#### 2012

- Centre for Quality Assessment in Higher Education (SKVC), Lithuania

The following agencies had their Full membership reconfirmed after a successful external review:

## 2011

- Danish Evaluation Institute (EVA), Denmark
- Swiss Center of Accreditation and Quality Assurance in Higher Education (OAQ), Switzerland
- Accreditation Agency Specialised in Accrediting Degree Programmes in Engineering, Informatics, the Natural Sciences and Mathematics (ASIIN e.V.), Germany
- Foundation for International Business Administration Accreditation (FIBAA), Germany

## 2012

- Catalan University Quality Assurance Agency (AQU Catalunya), Spain
- Accreditation, Certification and Quality Assurance Institute (ACQUIN), Germany
- Accreditation Organisation of the Netherlands and Flanders (NVAO), The Netherlands
- National Agency for Quality Assessment and Accreditation of Spain (ANECA), Spain

In 2012, the Swedish National Agency for Higher Education (HSV) was granted the status of "Full member under review" for a period of two years. HSV was legally succeeded on 1 January 2013 by the Swedish Higher Education Authority (UK-Åmbetet) which inherited the membership status of HSV.

## CANDIDATE MEMBERSHIP

A decision to abolish the Candidate membership was taken at the General Assembly in October 2011. Therefore, the Italian Agency for the Evaluation of Universities and Research Institutes (ANVUR) was the last agency to be granted Candidate membership in September 2011. The Candidate membership will cease totally in September 2013.

## AMALGAMATION OF AGENCIES

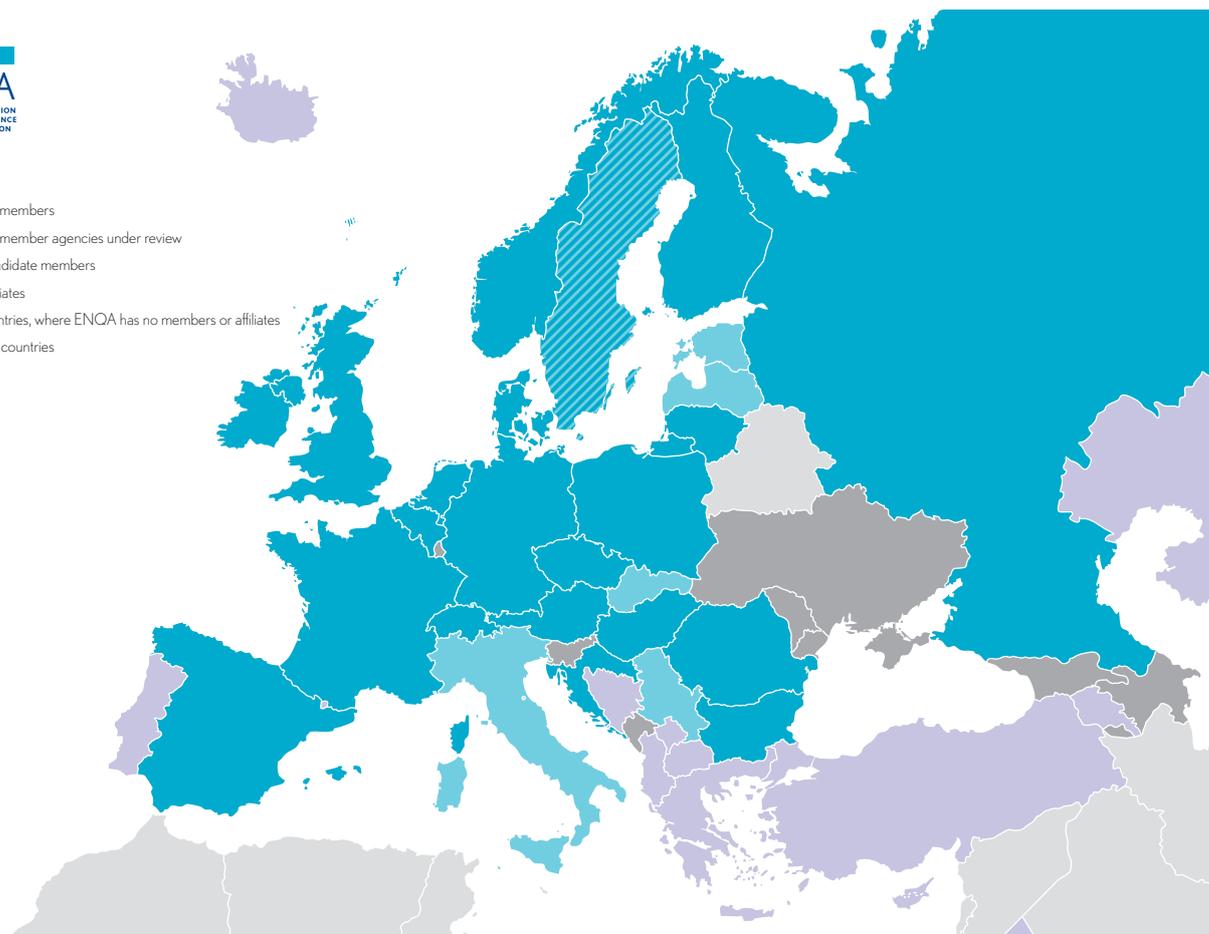
In March 2012, the **Agency for Quality Assurance and Accreditation Austria** (AQ Austria) was established as the single body for external quality assurance in Austria, after the amalgamation of three previously existing organisations, namely the Austrian Accreditation Council (ÖAR), the Fachhochschulrat (FH Council - FHR) and the Austrian Agency for Quality Assurance (AQA). AQ Austria is the legal successor of ÖAR and FHR.

A new Irish agency, **Quality and Qualifications Ireland** (QQI) was established on 6 November 2012. It is the single body responsible for the Irish National Framework of Qualifications and for the external quality assurance of Irish further and higher education. QQI includes the competencies and activities of four former organisations: the Higher Education and Training Awards Council (HETAC), the National Qualifications Authority of Ireland (NQAI), the Further Education and Training Awards Council (FETAC), and the Irish Universities Quality Board (IUQB). The full membership status of HETAC and NQAI was transferred to QQI as their legal successor.

At the end of 2012, ENQA had 39 Full members and 6 Candidate members in 26 countries (Cf. Annex 3).

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

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



**Map of members and affiliates of ENQA**

### 3.3 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.

In 2011-2012, the following organisations became Affiliates of ENQA:

- Accreditation Council for Business Schools and Programs (ACBSP), USA
- Italian Association for Management Education Development (ASFOR), Italy
- Kosovo Accreditation Agency (KAA), Kosovo
- Centre International d'Etudes Pédagogiques (CIEP), France
- European League of Institutes of the Arts (ELIA), The Netherlands
- Quality Assurance Agency for Higher Education in Andorra (AQUA), Andorra
- European Association of Conservatoires (AEC), The Netherlands
- Higher Education Accreditation and Evaluation Board (HEAEB), FYR Macedonia
- European Medicines Research Training Network (EMTRAIN), UK
- Hobéon, Consultancy and certification services, The Netherlands
- International Federation of Landscape Architects (IFLA Europe)
- European Association of Establishments for Veterinary Education (EAEVE)
- Agency for EUR-ACE certification and accreditation of engineering study programmes (QUACING), Italy
- Council of Educational Evaluation-Accreditation (CEEA), Cyprus

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

In December 2012, ENQA had 44 Affiliates in 26 countries (Cf. Annex 3).

# 4. Organisation and Finances

## 4.1 BOARD

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The ENQA Board, elected by the General Assembly, consists of 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 each.

The Board met 12 times in 2011-2012 to supervise the implementation of the work plan, decide on the admission of members and affiliates and discuss the strategic direction of the Association.

### ENQA BOARD (2012)

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<b>Achim Hopbach</b> <i>President</i>	German Accreditation Council (GAC)
<b>Fiona Crozier</b> <i>Vice-President</i>	Quality Assurance Agency for Higher Education (QAA, UK)
<b>Helka Kekäläinen</b> <i>Vice-President</i>	Finnish Higher Education Evaluation Council (FINHEEC)
<b>Radu Damian</b>	Agency for Quality Assurance in Higher Education (ARACIS, Romania)
<b>Karl Dittrich</b>	Accreditation Organisation of the Netherlands and Flanders (NVAO)
<b>Elisabeth Fiorioli</b>	(until June 2012) Austrian Accreditation Council (ÖAR)
<b>Josep Grifoll</b>	Catalan University Quality Assurance Agency (AQU Catalunya)
<b>Rafael Llavori</b>	National Agency for Quality Assessment and Accreditation of Spain (ANECA)
<b>Padraig Walsh</b>	Irish Universities Quality Board (IUQB) National Qualifications Authority of Ireland (NQAI) Higher Education and Training Awards Council (HETAC) Further Education and Training Awards Council (FETAC)

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### ENQA BOARD (2011)

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<b>Achim Hopbach</b> <i>President</i>	German Accreditation Council (GAC)
<b>Fiona Crozier</b> <i>Vice-President</i>	Quality Assurance Agency for Higher Education (QAA, UK)
<b>Helka Kekäläinen</b> <i>Vice-President</i>	Finnish Higher Education Evaluation Council (FINHEEC)
<b>Radu Damian</b>	Agency for Quality Assurance in Higher Education (ARACIS, Romania)
<b>Karl Dittrich</b>	Accreditation Organisation of the Netherlands and Flanders (NVAO)
<b>Elisabeth Fiorioli</b>	Austrian Accreditation Council (ÖAR)
<b>Josep Grifoll</b>	Catalan University Quality Assurance Agency (AQU Catalunya)
<b>Tine Holm</b>	Danish Evaluation Institute (EVA)
<b>Rafael Llavori</b>	National Agency for Quality Assessment and Accreditation of Spain (ANECA)

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## 4.2 APPEALS AND COMPLAINTS COMMITTEE

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The Appeals and Complaints Committee is responsible for hearing appeals and complaints against decisions and the conduct of procedures in respect of membership matters done by the ENQA Board.

It comprises three representatives of Full members of ENQA. The members of the Committee are nominated by the ENQA Board and appointed by the General Assembly for a three-year term, renewable once. A member of the Committee cannot also be a member of the Board, but at least one of the members will normally be a former member of the Board.

The Committee members were renewed in October 2012 and are currently (as of December 2012):

- Karl Dittrich, Chair
- Jean-Marc Rapp
- Tine Holm
- Hermann Reuke (alternate member)

## 4.3 SECRETARIAT

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2011 saw the relocation of the ENQA Secretariat from Helsinki to Brussels. The move to Brussels required the establishment of a new legal entity, ENQA aisbl (non-profit association under the Belgian law). The statutes were published in the Belgian Official Journal in June 2011 and ENQA was officially in operation on 4 August 2011.

Since July 2011, the ENQA Secretariat has been located in Brussels and headed by the Director, Maria Kelo. The Secretariats of ENQA in Helsinki and Brussels run in parallel in order to ensure continuity of operations until October 2011, when the ENQA Secretariat in Finland closed its operations.

### ENQA SECRETARIAT (AS OF DECEMBER 2012)

**Maria Kelo**, Director

**Nathalie Lugano**, Project manager

**Zeynep Olcen**, Project officer

**Anaïs Gourdin**, Administrative assistant

## 4.4 ACCOUNTS 2011-2012

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As ENQA aisbl was officially established in Belgium on the 4<sup>th</sup> of August 2011, the first annual accounts, which are produced after the end of the first full financial year of an association, cover thus the period of August 2011 to December 2012 – 17 months.

## Balance sheet

ASSETS		LIABILITIES AND EQUITY	
<b>Fixed Assets</b>	<b>7 908,82</b>	<b>Own funds</b>	<b>287 388,8</b>
Office equipment and furniture	3 558,82		
Guarantees	4 350,00		
<b>Liquid Assets</b>	<b>914 161,92</b>	<b>Liabilities</b>	<b>634 681,94</b>
Receivables up to 1 year	286 868,78	Payables up to 1 year	75 132,59
Cash	535 490,11	Accruals and deferred income	559 549,35
Prepayments and deferred charges	91 803,03		
<b>TOTAL</b>	<b>922 070,74</b>	<b>TOTAL</b>	<b>922 070,74</b>

## Profit and Loss Account

INCOME		EXPENDITURE	
Projects	247 639,74	Travel and subsistence	251 515,40
Membership and Affiliate fees	450 237,50	Office and administration	90 826,25
External Review fees	234 093,28	Expert fees	141 383,63
Other income	18 066,23	Staff	354 557,36
		Insurances	21 456,32
		Other costs	114 898,77
<b>Operational income</b>	<b>950 036,75</b>	<b>Operational expenditure</b>	<b>974 637,73</b>
<b>Operational result</b>	<b>-24 600,98</b>		
Financial income	315 389,18	Financial costs and taxes	3 399,40
<b>TOTAL RESULT</b>	<b>287 388,80</b>		

## ANNEX 1.

# ENQA Events in 2011/2012

2011

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### **4<sup>th</sup> Training for agency reviewers**

Hosted by the Finnish Higher Education Evaluation Council (FINHEEC), Helsinki, Finland  
10-11 February 2011

### **1<sup>st</sup> ENQA Members' Forum**

Hosted by the Accreditation Organisation of the Netherlands and Flanders (NVAO),  
The Hague, Netherlands  
4 March 2011

### **ENQA workshop on "Quality Assurance and Lifelong Learning"**

Hosted by the Foundation for International Business Administration Accreditation  
(FIBAA), Bonn, Germany  
16-17 May 2011

### **Kick-off meeting of the ENQA/UNESCO-GIQAC Project - Workshop on "Implementing the ESG in the Balkan Region"**

Hosted by ÖAR (Austrian Accreditation Council), Vienna, Austria  
16-17 June 2011

### **Annual ENQA Internal Quality Assurance (IQA) Seminar**

Hosted by the Finnish Higher Education Evaluation Council (FINHEEC), Helsinki, Finland  
16-17 June 2011

### **5<sup>th</sup> Training of agency reviewers**

Hosted by the Quality Assurance Agency for Higher Education (QAA), London, UK  
5-6 September 2011

### **ENQA Workshop "Quality Assurance of Joint Programmes"**

Hosted by ÖAR (Austrian Accreditation Council), Vienna, Austria  
19 September 2011

### **ENQA General Assembly**

Hosted by the Agency for Quality Assurance in Higher Education (ARACIS), Bucharest,  
Romania  
6-7 October 2011

### **6<sup>th</sup> European Quality Assurance Forum "Quality and Trust: at the heart of what we do"**

Hosted by the University of Antwerp and Artesis University College Antwerp, Antwerp,  
Belgium, (ENQA as co-organiser with other E4 organisations)  
17-19 November 2011

### **INQAAHE/ENQA joint conference on "Internationalisation and QA: Connecting European and Global Experiences"**

Hosted by the Accreditation Organisation of the Netherlands and Flanders (NVAO),  
Brussels, Belgium  
29 November - 2 December 2011

### **Kick-off meeting of the ENQA UNESCO/GIQAC Project - Workshop on "Establishing and developing quality assurance in Central Asia and Eastern Europe"**

Co-organised by the Kazakh Ministry of Education and Science and the Independent Kazakhstan Quality Assurance Agency in Education (IQAA), with the support of Nazarbayev University and the EdNet, Astana, Kazakhstan  
6-7 December 2011

2012

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**Final launch conference of the MAP-ESG project, "Mapping the implementation and application of the ESG in the EHEA"**

Hosted by the Danish Evaluation Institute (EVA), Copenhagen, Denmark  
17 January 2012

**ENQA Workshop "Quality Assurance and Qualifications Frameworks: exchanging good practice"**

Co-Hosted by the Further Education and Training Award Council (FETAC), the Higher Education Training Award Council (HETAC), the Irish University Quality Board (IUQB) and the National Qualifications Authority of Ireland (NQAI), Dublin, Ireland  
9-10 February 2012

**GIQAC project "ENQA training workshop for agencies in the Balkan region - Preparation of external reviews and writing of self-evaluation report"**

Hosted by the Agency for Science and Higher Education (ASHE), Zagreb, Croatia  
8-9 March 2012

**2<sup>nd</sup> ENQA Members' Forum**

Hosted by the Evaluation Agency for Research and Higher Education (AERES), Paris, France  
23-24 April 2012

**ENQA Workshop "Development of QA procedures and alignment to the ESG"**

Hosted by the Commission for Accreditation and Quality Assessment (CAQA), Belgrade, Serbia  
May 2012

**6<sup>th</sup> Training of agency reviewers**

Hosted by the Agencia Andaluza del Conocimiento (AAC), Cordoba, Spain  
10-11 May 2012

**Annual ENQA Internal Quality Assurance (IQA) Seminar**

Hosted by the Quality Assurance Agency for the University System in Castilla y León (ACSUCYL), Valladolid, Spain  
7-8 June 2012

**ENQA Networking and information event**

Hosted by the Representation of the Free State of Bavaria to the EU, Brussels, Belgium  
11 June 2012

**7<sup>th</sup> ENQA Training of agency reviewers**

Hosted by the Evaluation Agency Baden-Wuerttemberg (evalag), Mannheim, Germany  
20-21 September 2012

**ENQA General Assembly**

Hosted by the Swiss Center of Accreditation and Quality Assurance in Higher Education (OAQ), Basel, Switzerland  
18-19 October 2012

**7<sup>th</sup> European Quality Assurance Forum (EQAF)**

Hosted by Tallinn University, Tallinn, Estonia  
22-24 November 2012

## ANNEX 2.

# ENQA Publications 2011/2012

The ENQA Secretariat prepared, under the direction of the Board, 11 publications (eight workshop reports, four occasional papers and a statement to Ministers) in 2011-2012.

All the reports are available on the ENQA website, and are an important source of up-dated information on current issues in quality assurance.

## WORKSHOP REPORTS



### **Internal Quality Assurance and Benchmarking**

By Douglas Blackstock, Nadine Burquel, Núria Comet, Matti Kajaste, Sérgio Machado Dos santos, Sandra Marcos, Marion Moser, Henri Ponds, Harald Scheuthle, Luis Carlos Velón Sixto



### **Quality Assurance in Lifelong Learning**

By Endika Bengoetxea, Outi Kallioinen, Immo Schmidt-Jortzig, Richard Thorn



### **Quality Assurance of Joint Programmes**

By Mark Frederiks, Josep Grifoll, Kirsi Hiltunen, Achim Hopbach



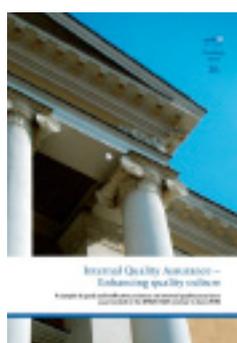
### **Quality Assurance and Learning Outcomes**

By Lena Adamson, María Becerro, Peter Cullen, Laureano González-Vega, Juan José Sobrino, Norma Ryan



### **Quality Assurance and Transparency Tools**

By Nathalie Costes, Achim Hopbach, Helka Kekäläinen, Robin van IJperen, Pdraig Walsh



### **Internal Quality Assurance - Enhancing quality culture**

By Teresa Sánchez, Sandra Marcos, Luis Carlos Velón Sixto, Caty Duykaerts, Yuri Rubin, Erika Soboleva



### **Internal Quality Assurance - Facing common challenges**

By Douglas Blackstock, Lee Harvey, Tibor Szanto, Riitta Pyykkö, Guy Aelterman, Mariano López-Benítez, Esperanza Vera-Toscano, Elías Fereres, Claude Cassagne, Jean-François Dhainaut, Viktoriya Lykova, Ivan Babyn



### **Quality Assurance of E-learning**

By Josep Grifoll, Esther Huertas, Anna Prades, Sebastián Rodríguez, Yuri Rubin, Fred Mulder, Ebba Ossiannilsson

## OCCASIONAL PAPERS

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### **Quality Procedures in the European Higher Education Area and Beyond - Visions for the Future (Quality Procedures Project)**

By Josep Grifoll, Achim Hopbach, Helka Kekäläinen, Nathalie Lugano, Christina Rozsnyai, Todor Shopov



### **Mapping the Implementation and Application of the ESG (MAP-ESG Project)**



### **Evaluation of the reports on agency reviews (2005-2009)**

By Fiona Crozier, Josep Grifoll, Nick Harris, Helka Kekäläinen, Thierry Malan



### **Guidelines for external reviews of quality assurance agencies in the European Higher Education Area**

## ENQA STATEMENTS

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### **ENQA Report to Ministers Responsible for Higher education in the EHEA**

## ANNEX 3.

# ENQA Members and Affiliates (as of 31.12.2012)

## 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 - Agence pour l'Évaluation de la Qualité de l'Enseignement Supérieur organisé ou subventionné par la Communauté française, Brussels
- VLHORA - Council of Flemish Institutions of Higher Education, Brussels
- VLIR-QAU - Flemish Interuniversity Council 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

#### **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 - Agentur für Qualitätssicherung durch Akkreditierung von Studiengängen, Köln
- ASIIN e.V. - Accreditation Agency Specialised in Accrediting Degree Programmes in Engineering, Informatics, the Natural Sciences and Mathematics, Duesseldorf
- EVALAG - Stiftung Evaluationsagentur Baden-Wuerttemberg, Mannheim
- FIBAA - Foundation for International Business Administration Accreditation, Bonn
- GAC - German Accreditation Council, Bonn
- ZEvA - Central Evaluation and Accreditation Agency Hannover, Hannover

#### **Hungary**

- HAC - Hungarian Accreditation Committee, Budapest

**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, Moscow

**Spain**

- AAC - Agencia Andaluza del Conocimiento, 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

**United Kingdom**

- QAA - Quality Assurance Agency for Higher Education, Gloucester

**EUROPEAN AGENCIES AND ORGANISATIONS**

EUA - Institutional Evaluation Programme

ECCE - European Council on Chiropractic Education

**FULL MEMBER AGENCIES UNDER REVIEW****Sweden**

HSV - Swedish National Agency for Higher Education, Stockholm

## CANDIDATE MEMBERS

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Candidate Members are European quality assurance agencies or other quality assurance organisations in the field of higher education that do not meet all ENQA membership criteria, but are likely to be able to meet them within two years of the Candidate Membership being granted. Candidate Membership was granted for a maximum of two years until the General Assembly of October 2011, when the Candidate membership status was deleted. Agencies that were Candidate Members will keep their status until the next external review.

### NATIONAL AGENCIES AND ORGANISATIONS

#### **Estonia**

- EKKA – Estonian Higher Education Quality Agency, Tallinn

#### **Italy**

- ANVUR – National Agency for the Evaluation of Universities and Research Institutes, Rome

#### **Latvia**

- HEQEC – Higher Education Quality Evaluation Centre, Riga

#### **The Netherlands**

- NQA – Netherlands Quality Agency, Utrecht

#### **Serbia**

- CAQA – Commission for Accreditation and Quality Assessment, Belgrade

#### **Slovak Republic**

- ACSR – Accreditation Commission of the Slovak Republic, Bratislava

## 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
- IGAENR – General Inspectorate of Education and Research, Paris

**Germany**

- HRK – Hochschulrektorenkonferenz, 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**

- ASFOR – Italian Association for Management Development, Milan
- QUACING – Agency for EUR-ACE certification and accreditation of engineering study programmes, 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

**Spain**

- ACECAU – Agencia Canaria de Evaluación de la Calidad y Acreditación Universitaria, Santa Cruz de Tenerife, Canary Islands
- 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**

- 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**

- Association of MBAs
- AACSB International – The Association to Advance Collegiate Schools of Business
- ACBSP – Accreditation Council for Business Schools and Programs

## ABOUT ENQA

The European Association for Quality Assurance in Higher Education (ENQA) is an umbrella organisation which represents its members at the European level and internationally, especially in political decision making processes and in co-operations with stakeholder organisations. The Association aims to maintain and enhance 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 contributes to this goal especially by promoting European co-operation in the field of quality assurance in higher education and disseminating information and expertise among its members and towards stakeholders in order to develop and share good practice and to foster the European dimension of quality assurance.

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