

10 APRIL 2025, PAPHOS, CYPRUS

DESIGNING ADDED VALUE IN AGENCY REVIEWS

THE WAY FORWARD

KRISTIN VINJE, ENQA BOARD MEMBER

GORAN DAKOVIC, HEAD OF AGENCY REVIEWS



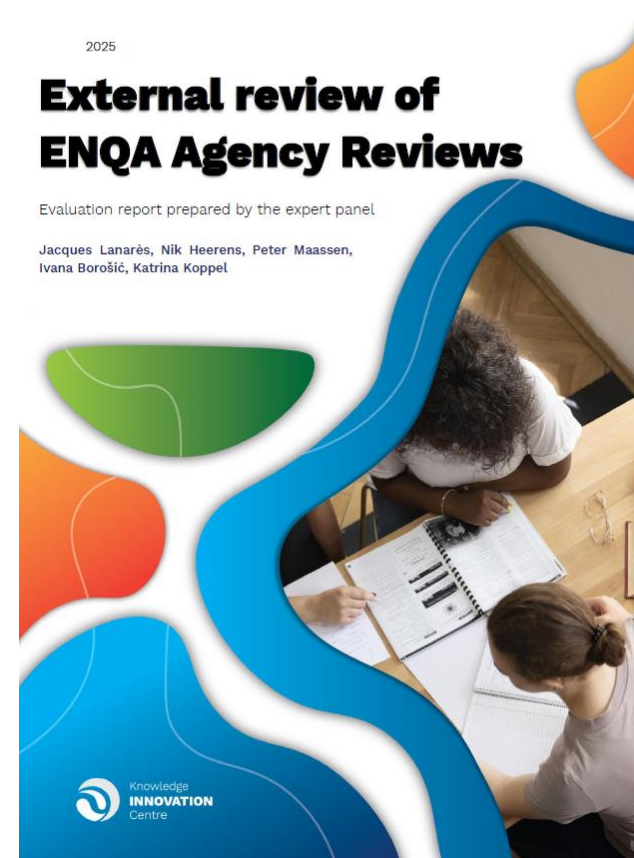
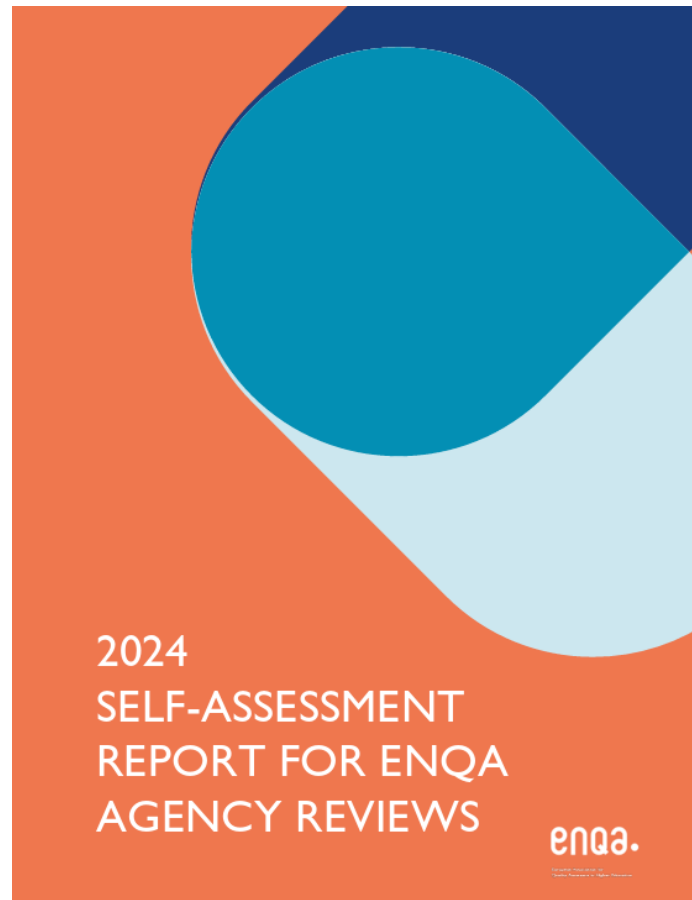
10 APRIL 2025, PAPHOS, CYPRUS

**EXTERNAL REVIEW OF ENQA
AGENCY REVIEWS (2024)**
**OUTCOMES AND STEPS
FORWARD**

BACKGROUND

- ESG 3.7 – taking our own pill
- First external evaluation of ENQA Agency Reviews was in 2019 (coordinated by NIFU, Norway)
- Second external evaluation in 2024 (coordinated by KIC, Slovenia):
 - To reflect upon ENQA's methodologies and practice in place for all external QA activities, and evaluate these activities against standards of Parts 2 and 3 of the ESG;
 - To reflect upon ENQA's collaboration on reviews with EQAR;
 - To reflect how ENQA Agency Reviews interrelate with the association's key strategic goals 2021-2025 and the Association's overall aims and objectives.

KEY DOCUMENTS



OUTCOMES

ESG Part 2	Outcome
2.1	C
2.2	PC
2.3	C
2.4	C
2.5	C
2.6	C
2.7	C

ESG Part 3	Outcome
3.1	C
3.2	C
3.3	C
3.4	C
3.5	C
3.6	C
3.7	C

COMMENDATIONS

- ESG 3.1: Europe's designated provider of QA Agency Reviews, professional service with a range of novelties introduced since the last review (ARC, targeted reviews)
 - ESG 3.3: Strengthened organisational and operational independence (Tripartite ToR, ARC) and independence of formal outcomes (improved integrity through check on quality and consistency of ERRs)
 - ESG 3.5: professional and dedicated ENQA agency reviews team
 - ESG 3.7: allocation of substantive resources to this voluntary exercise
 - ESG 2.2: diversification of agency reviews' methodologies
 - ESG 2.3: the clarity and comprehensibility of the Guidelines for ENQA Agency Reviews
 - ESG 2.4: the exceptional quality of review coordinators
 - ESG 2.5: measures that enhance consistency of the review processes (ARC, Book of Precedents)
 - ESG 2.6: All key reviews-related documents are available online, commitment to transparency
- +EQAR: ENQA's proactive approach and commitment to improving collaboration
- +Strategic goals 21-25: realisation of reviews' related goals through professionalisation of review coordination, ENQA maintained its position as the preferred provider of agency reviews in the EHEA

RECOMMENDATIONS (PART 3)

- ESG 3.1: Ensure wider stakeholder involvement in ENQA governance to enhance legitimacy (ARC,ACC)
- ESG 3.3: Further improve ENQA's coordination with EQAR with the aim to strengthen the independence of the ENQA review process (UI of the ESG,...)
- ESG 3.4: Develop a more strategic approach to its thematic analyses—one that is driven by research questions; evaluate and monitor the impact of thematic analyses
- ESG 3.5: Engage with members to find long-term solutions to financial sustainability of ENQA Agency Reviews; develop a comprehensive staffing strategy
- ESG 3.6: Highlight exemplary practices within reviewed institutions through a structured approach

RECOMMENDATIONS (PART 2)

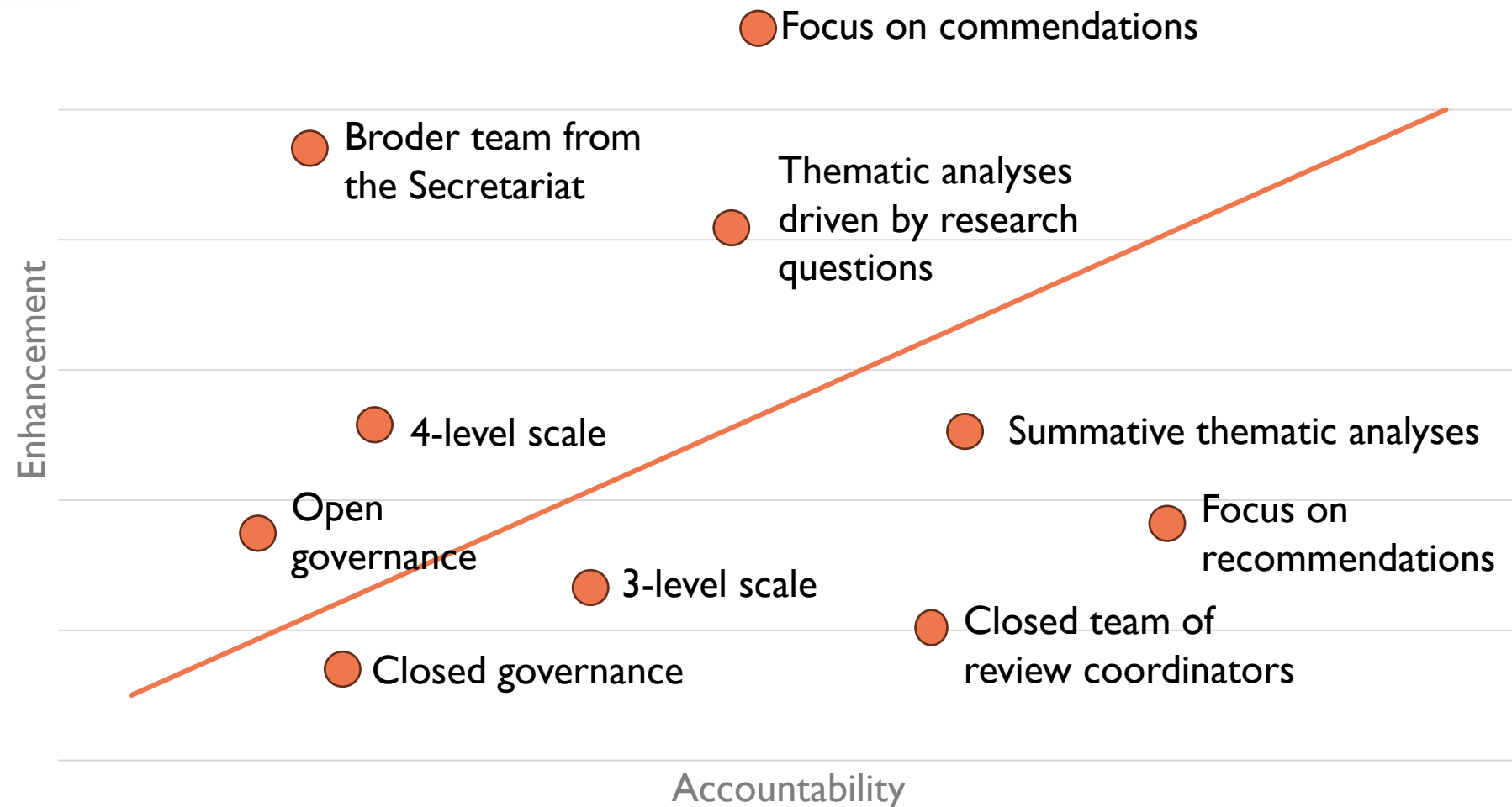
- ESG 2.1: Clearly specify in the ToR the enhancement areas related to ESG 2.1 that will be addressed in the review (re targeted reviews)
- ESG 2.2: Adopt a more comprehensive strategy to reinforce the enhancement dimension of the review methodology (re targeted reviews); broaden the stakeholder involvement in the design and continuous improvement of ENQA's review methodologies
- ESG 2.3: Strengthen the follow-up process across all types of reviews; shorten the review processes (especially the work of the ENQA ARC and EQAR RC)
- ESG 2.4: Enlarge and diversify the pool of experts; work on the adequate number of qualified panel secretaries; refine ENQA's selection process for panel members appointed to targeted reviews (re the enhancement aspect of such reviews)
- ESG 2.5: Reconsider the assessment scale; coordinate with EQAR a shared and consistent interpretation of the ESG
- ESG 2.6: Revise the report template (in collaboration with EQAR)
- ESG 2.7: see ESG 3.1; expand the scope of appealable decisions to individual ESG judgements

ALL IN ALL,...

- A need to go back to the foundations of EQA and reflect on the interplay and the equilibrium of accountability & enhancement
- Design a better enhancement-driven EQA of the QA agencies:
 - Why?
 - What to consider?
 - Goal?
 - How?

Going
back to the basics
will strengthen
your
foundations...

HOW TO DO THIS?



SO...

**HOW CAN WE ENHANCE THE ADDED VALUE
OF ENQA AGENCY REVIEWS TO BETTER
SUPPORT BOTH ACCOUNTABILITY AND
CONTINUOUS IMPROVEMENT?**

THREE FOCUS AREAS

I - Review Methodologies

What further elements of the review process can be added or adjusted to strengthen the enhancement dimension; how to redesign the evaluation approach to ESG 2.1?

2- Thematic Analyses

What do agencies wish from thematic analyses, e.g., to rethink the approaches to this through a stronger research focus of ENQA or by showcasing commendations from reviews?

3 - Post-Review Follow-up

What other approaches to follow-up could you think of instead of a follow-up report and other existing approaches of ENQA? What are the other possible approaches to engaging with the QA agencies in peer-learning?

GUIDING QUESTIONS FOR EACH GROUP

- What specific changes could strengthen the enhancement dimension here?
- How can reviews better inspire or support quality improvement among agencies?
- How can we retain accountability while making space for learning and innovation?
- What might this look like in practice (e.g., tools, formats, criteria, processes)?