

Professor Dr Endre Pap  
President  
Commission for Accreditation and Quality Assessment (CAQA)

Vienna, 24 June 2013

**Subject: Full membership of CAQA in ENQA**

Dear Prof Dr Pap,

I am pleased to let you know that, at its meeting of 25 April 2013, the Board of ENQA agreed to grant CAQA Full membership of ENQA for five years from 25 April 2013.

On the basis of its scrutiny of the final review report, and further clarification from the review panel, the ENQA Board agreed that CAQA met the necessary requirements for being granted ENQA Full Membership.

The Board noted the progress made so far and encourages the Agency to continue along this path of Improvement. In doing so, it considers that it would be advisable to take into account the panel's recommendations, in particular on the areas for development mentioned in the Annex to this letter.

The Board therefore requests your Agency to provide a progress report in one year's time specifically on the system-wide analysis. CAQA is also invited to prepare a second progress report, to be submitted within two years of this decision, on the other actions undertaken to meet the panel's recommendations, especially on those standards for which partial compliance was reported.

The progress reports will be considered in conjunction with the next external review.

If you have any queries, please do not hesitate to contact me or the ENQA Secretariat.

Please accept my congratulations to CAQA for being granted Full Membership in ENQA.

Yours sincerely,



Achim Hopbach  
President of ENQA

## Annex: Areas for development

The Board suggests that, in addition to the other panel's recommendations, CAQA should pay particular attention to the following questions:

- ESG 2.6 Follow-up procedures: a structured and systematic follow-up procedure does not exist currently.
  - **Recommendation**: develop more structured and systematic follow-up procedures focussing on whether CAQA's recommendations are dealt with appropriately and the required action plans are properly prepared and implemented by the institutions and/or by the study programmes, or not.
- ESG 2.8 System-wide analysis: CAQA has derived lessons-learnt from the first round of accreditation procedures, albeit not always in a systematic way.
  - **Recommendation**: The Board noted that CAQA has already decided to implement a strategic system-wide analysis in the near future. The Agency is encouraged to start implementing transversal analyses to support policies of created integrated universities in Serbia.
- ESG 3.4 Resources: one of the most demanding challenges for the future of CAQA is to focus on sustainable human resource development. The turnover among the office staff in CAQA is fairly rapid and frequent, which leaves the serious question of the continuity of staff skills and actual competencies, and the provision of CAQA for long-term human resource development. The 15 members of the Commission are all University professors only. Twelve persons in charge of direct assistance of the CAQA members are located at the home institutions of the respective CAQA members and are hired on the basis of individual contracts and for a specific accreditation task only.
  - **Recommendation**: Although the efforts of CAQA to improve quality of staff were permanent and consistent, the Agency should define and strengthen a sustainable strategy concerning its human resources development. The Board notes that outlines of this strategy are in the CAQA Action Plan for improvement. The resources criterion is very important as it strongly influences all the others. The funding mechanisms of QA agencies should take this into account.
- ESG 3.5 Mission statement: the mission statement as such is forward looking and has clear statements for improvement and enhancement of the Serbian higher education. There is however an apparent gap between the mission statement and the overall policy and management plan. The mission statement lacks internal strategies and development policies.
  - **Recommendation**: There should be a more detailed translation of the mission statement into internal strategies and development policies of CAQA. A strategic plan dealing more carefully with the mission statement of the Agency will also benefit the definition of a clear workload and the operational activities of the Agency. The Board agrees with the Panel that it would be important to include students and representatives from the labour market into the Commission.

- ESG 3.8 Accountability procedures: an overarching integrative plan that would enable CAQA to develop work and functions as a long-term strategy is missing.
  - **Recommendation**: the need of a strategic plan to better define workload and functions and the conclusions derived from its SWOT analysis will have a benefit effect on the improvement of this criterion. The Board is in agreement with the panel's view that the Agency should devote proper time and human resources to deal with the issues under ESG 3.8.