

External Review of the EUA Institutional Evaluation Programme (EUA-IEP) by
The European Association for Quality Assurance in Higher Education (ENQA)

Annex 1: TERMS OF REFERENCE

3 November 2008

1. Background and Context

The European University Association (EUA) represents and supports more than 800 institutions¹ of higher education in 46 countries, providing them with a forum for cooperation and exchange of information on higher education and research policies. Members of the Association are European universities involved in teaching and research, national associations of rectors and other organisations active in higher education and research.

The EUA Institutional Evaluation Programme (EUA-IEP) was launched in 1994 as a strategic tool for change in higher education institutions. So far, 250 institutions in Europe and worldwide have participated in the Programme. The Programme is overseen by a Steering Committee.

The mission of the Institutional Evaluation Programme (EUA-IEP) is to reinforce the autonomy and strategic steering capacity of higher education institutions and to strengthen higher education systems through institutional, regional or national evaluations.

The EUA-IEP emphasises an inclusive self-evaluation process and institutional self-knowledge for improved internal governance and management as well as for external accountability purposes. The EUA-IEP reinforces internal quality processes and contributes to building the capacity of institutions to change.

¹ As of September 2008



The EUA-IEP evaluates higher education institutions in the context of their specific goals and objectives and actively supports them in fulfilling their public mission by providing recommendations on their institutional structures, processes, policies and culture, enabling them to perform the full range of their activities (research, teaching and learning and service to society). In doing so, EUA-IEP evaluations take into account the most recent European and international developments in higher education and research policies.

2. Purpose and Scope of the Evaluation

This is a type A review, as defined in the Guidelines for national reviews of ENQA member agencies. The review will evaluate the way in which and to what extent the EUA-IEP fulfils the criteria for the ENQA membership and thus the *Standards and Guidelines for Quality Assurance in the European Higher Education Area*. Consequently, the review will also provide information to the ENQA Board to aid its consideration of whether the EUA-IEP Full Membership in ENQA should be reconfirmed. The review panel is not expected, however, to make any judgements as regards the reconfirmation of EUA-IEP's Full Membership in ENQA.

The review will assess the EUA-IEP in relation to its mission and objectives and provide recommendations on the EUA-IEP's organisational practices, with a view towards continuous enhancement and providing optimal services to higher education institutions.

3. The Review Process

The process will be designed in the light of the ENQA policy on "ENQA-organised external reviews of member agencies".

The evaluation procedure will consist of the following steps:

- Nomination and appointment of the review team members;
- Self-evaluation by a self-evaluation committee, including the IEP Secretariat, members of the IEP Steering Committee, a rector of an institution that was evaluated and who is a member of the IEP pool, and a student;



- A site visit by the panel of reviewers to the IEP Secretariat and interviews with members of the IEP Steering Committee, a sample of IEP pool members and a sample of rectors of institutions that have been evaluated;
- Preparation and completion of the final evaluation report.

3.1 Nomination and appointment of the review team members

The review panel will consist of five members: four external reviewers (an overseas representative of higher education institutions, a European quality assurance expert, a European representative of higher education institutions and student member) and a review secretary. The review team will be nominated by the ENQA Board on the basis of proposals submitted to ENQA by the national agencies, and will normally be drawn from senior serving members of staff of ENQA member agencies. The nomination of the student member will be asked of the European Students' Union (ESU). The team members will have extensive European or international experience in higher education and particularly with institutional evaluations. The current members of the ENQA Board will not be eligible to serve as reviewers.

ENQA will provide to the IEP Steering Committee a list of suggested experts with their respective curricula vitae. The experts will have to sign a non-conflict of interest statement as regards the EUA-IEP review.

3.2 Self-evaluation by the IEP Steering Committee, including the preparation of a self-evaluation report

The IEP Steering Committee is responsible for the execution and organisation of the self-evaluation process of the EUA-IEP and shall take into account the following guidance:

- Self-evaluation is organised as a project with a clearly defined schedule and includes all relevant internal and external stakeholders;
- The self-evaluation report is broken down by the topics of the evaluation: background description of the current situation of the EUA-IEP; analysis and appraisal of the current situation; proposals for improvement and measures already planned; a summary of perceived strengths and weaknesses;
- The report will include a discussion of the history and evolution of the EUA-IEP. It will situate the EUA-IEP in the context of the changing European HE environment.



- The report is also well-structured, concise and comprehensively prepared. It clearly demonstrates the extent to which the EUA-IEP fulfils its mission and objectives and tasks of external quality assurance. The report will also demonstrate to what extent the EUA-IEP meets the criteria for ENQA membership and thus the *European Standards and Guidelines*. The report will be submitted to the review panel a minimum of four weeks prior to the site visit.

3.3 A Site Visit and interviews by the Review Panel

The review panel will draw up and publish a schedule of the site visit and interviews. The schedule will include an indicative timetable of the meetings and other exercises to be undertaken by the review team during the site visit, the duration of which will be 2 days.

The interviews with A) members of the IEP Steering Committee and a sample of IEP pool members and B) a sample of rectors of institutions that have been evaluated, will be done in conjunction with the site visit, or if this is not possible, through distance interviews of convenient format (telephone conference, e-mail or other).

3.4 Preparation and completion of the final evaluation report

On the basis of the review panel's findings, the review secretary will draft the report in consultation with the expert panel. The report will take into account the purpose and scope of the evaluation as defined under article 2. It will also provide a clear rationale for its findings. A draft will be submitted for comment to the IEP Steering Committee within four weeks of the site visit for comment on factual accuracy. If the IEP Steering Committee chooses to provide a statement in reference to the draft report it will be submitted to the chairperson of the review panel within eight weeks after the receipt of the draft report. Thereafter the expert panel will take into account the statement by the IEP Steering Committee, finalise the document and submit it to the IEP Steering Committee and ENQA.

The report is to be finalised within two months of the site visit and will not exceed 40 pages in length.



4. Follow-up Process and Publication of the Report

The IEP Steering Committee will consider the expert panel's report and inform ENQA of its plans to implement any recommendations contained in the report. Subsequent to the discussion of the evaluation results and any planned implementation measures with ENQA, the review report and the follow-up plans agreed upon will be published on EUA-IEP's website.

5. Budget

5.1 EUA shall pay the following review related fees:

- Chair 5.000 EUR
- Review secretary 5.000 EUR
- Other panel members 3.000 EUR
- Administrative overhead for ENQA Secretariat 5.000 EUR
- Travel and subsistence expenses (approximate) 6.000 EUR

This gives a total indicative cost of 30.000 EUR for the review. In the case that the allowance for travel and subsistence expenses is exceeded, EUA-IEP will cover any additional costs after the completion of the review. However, the ENQA Secretariat will endeavour to keep the travel and subsistence expenses in the limits of the planned budget, and will refund to EUA-IEP the difference if the travel and subsistence costs go under budget.

6. Indicative Schedule of the Review

The duration of the evaluation is scheduled to take 17 months, from February 2008 to July 2009:

The IEP Steering Committee starts self-evaluation	February 2008
Agreement on terms of reference and protocol for review	August 2008
Appointment of review team members by ENQA	August 2008
Preparation of site visit schedule and indicative timetable	October 2008
EUA-IEP self-evaluation completed	November 2008



Briefing of review team members (teleconference)	December 2008
Expert panel site visit	February 2009
Draft of evaluation report to the IEP Steering Committee	April 2009
Statement of the IEP Steering Committee to the review team, if necessary	June ² 2009
Submission of the final report to the IEP Steering Committee and to ENQA	July 2009
Consideration of the report by the IEP Steering Committee	October ³ 2009
Consideration of the final report and response to the IEP Steering Committee by ENQA	November 2009
Publication of report and implementation plan	November 2009

² The meeting of the IEP Steering Committee is scheduled for June 4-6, 2009.

³ The meeting of the IEP Steering committee is scheduled for October 2009.

