

ENQA Work Plan 2022 and Draft Work Plan 2023

The present work plan covers years 2022 and a draft work plan 2023 on a rolling basis, meaning that while the work plan 2022 was formally adopted, the work plan 2023 is only a forecast and is presented now to offer members more information on the longer term perspective of upcoming activities. A revised version of the 2023 plan, together with a forecast for 2024 will be presented for adoption in the General Assembly meeting in autumn 2022.

The implementation of the work plan will draw on both human and financial resources; the work plan is thus closely linked to the presented Budget and needs to be read in conjunction with it.

I. Context and priorities for 2022-2023

The work plan translates the wider strategic objectives of the ENQA Strategic Plan 2021-2025 into concrete activities. The presented workplan will also take forward work started in the previous years, such as ongoing EU-funded projects. Specific concrete outputs are marked in bold in the table. The workplan has also been informed by ENQA Board members' calls to member agencies during spring 2021, and by brainstorming sessions within the Secretariat and the Board. It marks the shift of the external quality assurance community and activities of ENQA from a "COVID-reactive" stance to future oriented and proactive development of quality assurance fit for the future.

In addition to regular activities such as information provision, membership and statutory activities, representation of ENQA at international events, participation in the management of EQAR, and participation in the EHEA policy making processes, **the development of the 2022 ENQA's workplan was guided by the following key ideas:**

Innovation
<p>In 2022 ENQA will initiate a structured dialogue with its members and stakeholders on the future of the ESG, within its Spring 2022 Members' Forum and a joint E4/EQAR project on the future of quality assurance and the ESG. In terms of thematic focus areas, ENQA working groups on micro-credentials and academic integrity, launched in 2021, will continue and complete their work in 2022. The Board has suggested to further focus activities in the following three areas: innovation in quality assurance, thematic analysis of agencies' approaches, and sustainable quality assurance. ENQA will also carry out surveys and complete an analysis on the role of online site visits in external quality assurance, based on experiences gathered during the Covid-19 and aspects being carried forward into standard working practices.</p>
Service to members
<p>The 2021-2022 work plan will have a strong focus on serving the ENQA membership. This includes activities such as briefing sessions on EU project funding (when calls open) and support for the creation of partnerships; facilitating staff exchanges; maintaining the ENQA leadership development programme; and</p>

focusing on supporting those ENQA affiliates that are on the way to becoming ENQA members in their quest for ESG compliance. ENQA will also examine the feasibility of a “ESG gap analysis service” for agencies wishing to become members. ENQA will also examine the need for and feasibility of creating a training programme for external evaluators, to be used by member agencies to support their own training programmes.

Outreach and communication

Through its work and engagement in a number of different projects and working groups, the ENQA Secretariat creates a lot of information, project outputs, training materials, policy statements and other concrete results that are useful to the ENQA membership. However, members do not always know of those results or find the best way to benefit from them. ENQA Secretariat will thus reinforce its communication to and with the members, including regular policy briefs to the General Assembly, a new newsletter format, and improved dissemination of project outputs. ENQA is also happy to circulate information and outputs of its member agencies’ work, particular in the international arena. To reach the wider higher education community particularly, ENQA will prepare information video clips on the ENQA Agency Reviews, and organise a networking event and ENQA seminar on the European Dimension of QA.

II. Monitoring

In addition to ongoing monitoring by the Secretariat and by the Board, an Annual Activity Report is produced each year, which reflects on the implementation of the work plan and sets out which goals have and have not been achieved.

Furthermore, the Secretariat will prepare a review of the strategic plan to assess the degree to which the set goals have been achieved and what activities will best support their further achievement in the remaining period. This will be done at the half-way point of the current strategic plan, ready for the Members’ Forum 2023.

III. How to get involved?

ENQA is its members, and the strength of the Association depends on the engagement and expertise of its members. So, should you wish to be involved in any of the listed activities with an active contribution, or share some of the resources or project outcomes of your agencies to support the work of ENQA, do not hesitate to get in contact with the ENQA Secretariat! Your support will be much appreciated, particularly considering the significant staff changes and other HR related challenges facing the Secretariat in the first months of 2022.

IV. Actions

I Representing interests of quality assurance agencies		
Goal	Activities	Human resources necessary
<p><i>ENQA represents the interests of its members and provides advice in the policy-making process of the EHEA and beyond.</i></p>	<p>1.1 The president, the director and the deputy director will represent ENQA in the BFUG and its working groups, and contribute thus to the implementation and development of the HE reform agenda. ENQA is involved in the following working groups: thematic peer group on QA; working group on academic values; roadmap group for the integration of San Marino into the EHEA; working group on global dialogue in higher education; and working group on teaching and learning. The Secretariat will report regularly to the members on the work of the groups, and collect input from them.</p>	<p>President, Director, Deputy Director</p>
	<p>1.2 ENQA will uphold the dialogue with the European Commission in order to provide public authorities and policy makers with relevant expertise. ENQA coordinates the preparation of the E4 – EU Commission annual meeting.</p>	<p>Director</p>
	<p>1.3 ENQA will take part in specific expert and consultation groups organised by the European Commission on micro-credentials, the European University Initiative and eventual other topics.</p>	<p>Director</p>
	<p>1.4 ENQA Board and the Secretariat will co-operate with different European stakeholder bodies, and in particular the E4 Group, through regular meetings (3-4/year), joint</p>	<p>President, Director, Board</p>

	<p>statements (such as to the BFUG meetings, where appropriate), and joint events (such as EQAF)</p> <p>Similar activities will take place also in 2023.</p>	
<p>ENQA supports the establishment and operation of independent and trustworthy quality assurance agencies operating on the basis of agreed standards.</p>	<p>1.5 ENQA will organise a workshop for agencies planning to undergo a review in 2022-2023 (foreseen for spring 2022)</p> <p>1.6 ENQA will continue to implement a project (started in 2020) to support ENQA’s affiliate QA agencies in Albania, the Czech Republic, Malta, Moldova, Montenegro, and Slovakia to align their processes and methods in order to achieve ESG compliance, and launch a sequel project to address the needs of a further group of affiliate agencies in 2022-2024 (subject to funding from the European Commission).</p> <p>1.7 ENQA will analyse the feasibility of a gap analysis service for affiliate agencies to detect areas in need of further development to achieve ESG compliance, and develop the related methodology</p> <p>In 2023:</p> <ul style="list-style-type: none"> - ENQA will launch the gap analysis service based on feasibility assessment in 2022 - ENQA will complete the implementation of the SEQA-ESG 2 project (see above), if awarded 	<p>Secretariat</p> <p>Board, Secretariat, Members</p> <p>Board, Secretariat</p>

2 Providing services to members and other stakeholders

Goals	Activities	Human resources necessary
<p>ENQA's Agency Review Programme is the preferred partner for reviews against the ESG.</p>	<p>2.1 ENQA Secretariat will continue to coordinate all requested external full and targeted reviews, and progress visits for ENQA membership and EQAR registration. The Agency Review Committee will carry out its mandate, including contributing to the IQA of ENQA Agency Reviews through feedback analysis and improvement plans. The ARC will report to the members on their analyses.</p>	<p>Secretariat, Agency Review Committee</p>
	<p>2.2 ENQA will organise a training session for external reviewers for the ENQA Agency Review process.</p>	<p>Secretariat, Board, Agency Review Committee</p>
	<p>2.3 ENQA will organise a Seminar for recently (2020-2021) reviewed agencies.</p>	<p>Secretariat</p>
	<p>2.4 ENQA will continue its dialogue with EQAR in the framework of the review process and will organise an annual meeting between EQAR Register Committee and ENQA Board, and will jointly evaluate the first round of targeted reviews.</p>	<p>Board, Secretariat</p>
	<p>2.5 ENQA will create better information tools, including short videos, on the new and revised review processes and membership decision-making.</p>	<p>Secretariat</p>
	<p>2.6 ENQA will conduct a thematic analysis based on the reports produced through the ENQA Agency Reviews.</p>	<p>Secretariat, external expert(s)</p>

	<p>In 2023:</p> <ul style="list-style-type: none"> - ENQA will continue to coordinate all requested external full and targeted reviews and related progress visits - ENQA will organise a Reviewers' Seminar - ENQA will complete and publish the thematic analysis 	
<p><i>ENQA offers a training and consulting programme valued by its members.</i></p>	<p>2.7 As a form of staff development service for the agencies, ENQA will complete the third round of the ENQA Leadership Development Programme for mid-level staff of QA agencies in Europe (foreseen end in March 2022).</p> <p>2.8 ENQA will organise an introductory seminar, open to all members and affiliates, on the European dimension of quality assurance (September 2022)</p> <p>2.9 ENQA will bring together staff of QA agencies interested in or engaged in research and analysis to discuss the use of QA information and data for research and policy purposes. A working group or a special interest group may be established if considered useful.</p> <p>2.10 ENQA will continue to organise webinars on a range of topics in European QA, to cater to the different needs of its members and facilitate sharing of practice.</p> <p>Similar activities will take place in 2023, including an eventual fourth round of the ENQA Leadership Development Programme, and specific workshops and/or working groups according to needs and interest of members.</p>	<p>Secretariat, Board, Members</p> <p>Secretariat</p> <p>Secretariat, Members</p> <p>Secretariat, Members</p>

<p>ENQA is a reference point for European quality assurance in the international context.</p>	<p>2.11 ENQA is involved in several quality assurance networks. In 2022, ENQA will attend and contribute to events of/meetings with the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), and the Central and Eastern European Network of Quality Assurance Agencies (CEENQA). In addition, ENQA will continue its involvement, through international projects, with other regional networks such as the ASEAN Quality Assurance Network (AQAN) and the African Quality Assurance Network (AfriQAN).</p> <p>2.12 ENQA will continue its involvement in international projects aiming at further development of quality assurance capacity outside of Europe. The continued focus in 2022 will be on projects with strong regional impact, including in ASEAN (SHARE), in Africa (HAQAA), and in Latin America (EQUAM-LA). In addition, ENQA will accept requests for expertise in countries outside of the EHEA, in the limits of its capacity and in consideration of its strategic plan.</p> <p>2.13 ENQA will promote its Agency Reviews as a developmental tool to agencies outside of the EHEA.</p> <p>Similar activities will take place in 2023, with the addition of eventual new international projects of high relevance.</p>	<p>Secretariat, Board, Members</p> <p>Secretariat, Board</p> <p>Secretariat</p>
<p>Information and networking activities</p>	<p>2.14 ENQA will organise a networking event for Brussels-based higher education organisations, including the European Commission, the European Parliament and European level stakeholder organisations.</p> <p>2.15 ENQA will develop its various communication channels to increase visibility and outreach among ENQA membership</p>	<p>Secretariat, Board</p>

	<p>and other HE stakeholders. This includes production of information videos, revision of the newsletter, regular policy briefs to the members. ‘Spotlight’ articles will also be introduced on the website and in the newsletter to highlight profiles and initiatives of members to increase members’ visibility and enable them to get to know each other better.</p> <p>2.16 ENQA will respond to invitations to take part in European and international working groups on HE and QA and to contribute to international events on quality assurance within the limits of its resources and in line with its strategic priorities.</p> <p>2.17 ENQA will organise the Members Forum in April 2022, including a substantial thematic section as well as specific sessions for agency CEOs and for first-time participants. ENQA will organise the General Assembly Seminar in October 2022.</p> <p>2.18 The Board will re-introduce the visits/calls to ENQA members either in physical or online format.</p> <p>2.19 ENQA will continue to co-organise the annual European Quality Assurance Forum (EQAF) with the E4 Group</p> <p>Similar activities are foreseen for 2023.</p>	<p>Secretariat</p> <p>Secretariat, Board, Members</p> <p>Secretariat, Board, Members</p> <p>Board</p> <p>Secretariat, Members</p>
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3 Driving the development of external quality assurance

Goals	Actions	Human resources needed
<p><i>ENQA monitors changes in the higher education landscape and is a guarantor of knowledge-based development of external quality assurance.</i></p> <p><i>ENQA works towards quality assurance for a purpose.</i></p> <p><i>ENQA explores new ways of quality assurance.</i></p>	<p>3.1 ENQA will contribute to innovation of quality assurance through participation in different projects, such as a planned project by the E4 and EQAR on the future of quality assurance in Europe (if selected for funding). ENQA will also contribute as partner to a Bologna Process project on QA, with a lead role in activities related to QA of micro-credentials.</p> <p>3.2 ENQA working groups on QA of micro-credentials and on academic integrity will continue their work in 2022. In addition, ENQA will set up and implement working groups on specific topics of interest to the members, including innovation in quality assurance and sustainability in QA and in higher education. At least two new working groups will be set up in 2022.</p> <p>3.3 ENQA will carry out a survey and analysis on the move of QA activities online and how this will impact the future of external QA procedures.</p> <p>3.4 ENQA will initiate an analysis of quality assurance approaches in Europe drawing on a thematic analysis of recent agency review reports and on other studies and papers (to be completed in 2023).</p> <p>In 2023 ENQA will coordinate focus groups, surveys and other initiatives to evaluate the implementation of the ESG and their use by the members. The results will feed into discussions regarding the future of the ESG in the EHEA.</p>	<p>Secretariat, Board, Members</p> <p>Members, Secretariat</p> <p>Secretariat, Members</p> <p>Secretariat</p>

Annexed documents:

- I. Provisional calendar of events 2021-2022**
- II. List of current reviews**
- III. List of current projects and project applications**

I. Provisional calendar of key events 2021-2022

2021	
20-22 October 28 October	ENQA GA meeting and associated webinars, Online Webinar on new Guidelines for ENQA Agency Reviews for all interested agencies
18-19 November	EQAF, online
1-3 December 7 December 8 December	ENQA LDP 2021 – Seminar II, Zagreb, Croatia ENQA Board meeting, Brussels Annual meeting between EQAR Register Committee and ENQA Board
2022	
February	Webinar (topic TBC)
2-4 March 8 March	ENQA LDP 2021 – Seminar III, Dublin, Ireland ENQA Board meeting, Brussels Workshop for agencies planning to undergo a review in 2022-2023 (location TBC) Seminar for recently reviewed agencies (location TBC)
April	ENQA Board meeting, Cardiff, United Kingdom ENQA Members' Forum, Cardiff, United Kingdom
May	Webinar (topic TBC)

June	ENQA Board meeting, Brussels Training session for external reviewers (location TBC)
September	ENQA Board meeting, Brussels Networking event for Brussels-based higher education organisations, Brussels Introductory seminar on the European dimension of quality assurance, Brussels
October	ENQA Board meeting, Stockholm, Sweden ENQA General Assembly, Stockholm, Sweden
November	ENQA Board meeting, Brussels EQAF, Timișoara, Romania Final dissemination conference of the working group on microcredentials (for all members), London, the UK (hosted by BAC)
December	Webinar (topic TBC)

Please note that several project related events, internal meetings and training sessions, meetings of the Agency Review Committee, and the policy making activities such as the BFUG and E4 meetings are not listed here. The full events calendar is available on the ENQA website and is updated regularly.

II. List of current reviews

No.	Country	Agency	Site visit	ENQA membership valid until	Listed in EQAR until
	Kazakhstan	ECAQA	7-11 June 2021 (online)	-	-
	Croatia	ASHE	7-9 June 2021 (online)	13.02.2022	28.02.2022
	Germany	FIBAA	11-16 June 2021 (online)	04.05.2022	31.01.2022
	France	HCERES	15-17 Sep 2021 (online)	13.02.2022	28.02.2022
	Germany	AQAS	1-3 Sep 2021 (online)	04.05.2022	31.01.2022
	Finland	FINEEC	6-9 Sep 2021 (online)	13.02.2022	28.02.2022
	Kazakhstan	IQAA	4-8 Oct 2021 (online)	13.02.2022	28.02.2022
	Belgium	AEQES	29 Sep - 1 Oct 2021 (online)	13.02.2022	28.02.2022
	Germany	GAC	30 Nov – 2 Dec 2021 (online)	-	-
	Greece	HAHE	Jan 2022	16.06.2022	-
	Spain	AQU Catalunya	Feb 2022	21.06.2022	30.06.2022
	Lithuania	SKVC	Feb 2022	21.06.2022	30.06.2022
	Spain	AVAP	Feb 2022	-	-
	Spain	ANECA	Feb 2022	25.10.2022	31.10.2022
	European	ECCE	Feb 2022	-	-
	Armenia	ANQA	Feb 2022	13.08.2022	28.02.2022 (extension requested)
	The Netherlands	NVAO	March 2022	13.09.2022	30.09.2022
	Turkey	THEQC	May 2022 (partial review)	-	-
	Spain	ACCUEE	June 2022	-	-
	Bulgaria	NEAA	July 2022	22.02.2023	28.02.2023
	Estonia	EKKA	Sep 2022	22.02.2023	28.02.2023
	European	EAEVE	Sep 2022	19.04.2023	30.04.2023
	Latvia	AIC	Nov 2022	21.06.2023	30.06.2023
	Norway	NOKUT	Nov 2022	21.06.2023	30.06.2023
	The Netherlands	NQA	Dec 2022	21.06.2023	-

III. List of current projects and project applications

ENQA as coordinator – Ongoing projects:

Programme / sub-action	Project title and acronym	Coordinator organisation	Duration	ENQA main tasks
Erasmus+ programme Key Action 3 – Support to Policy Reform	Supporting European QA Agencies in meeting the ESG (SEQA-ESG)	ENQA	March 2020 – February 2022 (24 months)	<ul style="list-style-type: none"> - overall project management and coordination - supporting and steering peer counselling activities in core partner countries - identifying and recruiting experts to take part in the peer counselling activities - taking part in the planning of the programmes of thematic peer learning workshops - coordinating staff mobilities - support for agency review action plans
Erasmus +, Key Action 3: Support for policy reforms, Civil Society Cooperation in the field of Education and Training	Civil Society Cooperation in the field of Education and Training (Operating Grant)	ENQA	01.01.2020 to 31.12.2020 (12 months) Three years framework from 2018 till 2020, extended until 2021	/

ENQA as partner – Ongoing projects:

Programme / sub-action	Project title and acronym	Coordinator organisation	Duration	ENQA main tasks
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Erasmus+ programme Key Action 3 – Support to Policy Reform	Developing a European Approach for Comprehensive QA of (European) University Networks (EUniQ)	Accreditation Organisation of the Netherlands and Flanders (NVAO)	15 May 2019 – 14 May 2021 (24 months) 6-month extension until 14 November 2021	<ul style="list-style-type: none"> - provide expertise on European QA and related policy processes - draw on the experience of European QAAs - disseminate information to QAAs across Europe, and get feedback from agencies
Erasmus+ programme Key Action 3 – Support to Policy Reform	Enhancing Quality Management & Recognition in Latin American universities to underpin the Latin American Higher Education Space (EQUAM-LAC)	University of Murcia (Spain)	15 January 2020 – 14 January 2023 (36 months)	<ul style="list-style-type: none"> - provide links to European policy makers and to ENQA's membership - organisation of a study visit on 'international practices in QA and recognition' - provide expertise for a QA tool kit for partner countries in Latin America - participation in the monitoring/consultancy visits
Service contract funded by of the European Union “Harmonisation, Quality and Accreditation” initiative (EC EAC/37/2014)	Harmonisation of African Higher Education Quality Assurance and Accreditation (HAQAA2 Initiative)	University of Barcelona (UB)	January 2020 – December 2022 (36 months)	<ul style="list-style-type: none"> - a desk research on the pilot reviews and consultancy visits - preparation of a call for interest for 2nd round of agency reviews and consultancy visits and for interest to take part in the QA expert pool - training of experts - training for participating countries / agencies - coordinating ten agency reviews and five consultancy visits - participation in the management of the project and project meetings

Erasmus+ programme Key Action 3 – Support to Policy Reform	Microcredentials linked to the Bologna Key Commitments (MICROBOL)	Flemish Ministry of Education and Training	March 2020 – February 2022 (24 months)	<ul style="list-style-type: none"> - participation in the project management, QA, monitoring and evaluation - organisation of project kick-off meeting, including attending and reporting - participation in the WG on QA - feedback on framework on microcredentials documents - participation in the final conference
Erasmus+ programme Key Action 3 – Support to Policy Reform	Bologna with Stakeholders Eyes For a Stronger Future of the Bologna Process (BWSE FORward)	European Students' Union (ESU)	June 2020 – May 2022 (24 months)	<ul style="list-style-type: none"> - coordination of Quality, Evaluation and Impact WP - providing feedback on the Bologna with Students' Eyes publication - support and attend peer learning activities - participating in the development of Green paper (project's final conclusions and recommendations) - participating in the management of the project and project meetings - dissemination
EuropeAid/ 135319/L/ACT/RAE	EU Support to Higher Education in ASEAN Region (SHARE 2)	British Council	28.02.2021- 27.12.2022 (22 months, Addendum No. 3)	<ul style="list-style-type: none"> - Provide technical inputs to AQAN to seek closer harmonisation of the National Quality Assurance Frameworks of the member countries; - Provide capacity building to AQAN Secretariat, organise regional meetings with key stakeholders and trainings for trainers to promote and share good practices of QA in HE in the region; - Identify the needs for capacity building and support for relevant institutions and selected ASEAN Member States on either National and/or Regional QA; - Facilitate sharing of ASEAN QA and EU experience in Quality Assessment and capacity building of QA systems development and assessors with relevant stakeholders;

				<ul style="list-style-type: none"> - Support existing ASEAN institutions to develop instruments and processes of Quality Assessment at institutional level; - Support selected thematic university networks in ASEAN on harmonisation of curricula and QA; - Expand and consolidate the pool of regional QA experts and facilitate sharing of best practices among their peers.
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New project applications, ENQA as coordinator:

Programme / sub-action	Project title and acronym	Coordinator organisation	Duration	ENQA main tasks
Erasmus+ programme Key Action 3 – Support to Policy Development and Cooperation	Quality Assurance Fit for the Future (QA-FIT)	ENQA	24-36 months TBD	<p>The project will be coordinated by ENQA. All partners will be represented in the project Steering Committee, which will plan the project activities, allocate specific implementation tasks to partners, contribute to and comment on the analysis of findings and the final publication, as well as monitor the general management, implementation, and quality of the project.</p> <p>ENQA, together with EURASHE, ESU, EUA and EQAR, will specifically:</p> <ul style="list-style-type: none"> - Prepare the surveys and disseminate to their respective constituents - Run the focus groups for their respective constituents - Analyse the findings and draft the series of papers as well as the final project publication - Disseminate information about project activities and outcomes
Erasmus+ programme Key Action 3 – Support	Supporting European QA Agencies in	ENQA	24-36 months TBD	ENQA has the overall lead in the management of the project and specifically supports, coordinates, and moderates the implementation of all activities, which will support the

to Policy Development and Cooperation	meeting the ESG 2 (SEQA-ESG2)			participating agencies in developing their QA activities in line with the ESG.
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New project applications, ENQA as partner:

Programme / sub-action	Project title and acronym	Coordinator organisation	Duration	ENQA main tasks
Erasmus+ programme Key Action 3 – Support to Policy Development and Cooperation	TBD (TPG C on QA - Umbrella project)	Flemish Ministry of Education and Training	24-36 months TBD	Lead WP5 QA of micro-credentials, which includes: -follow-up on recommendations of MICROBOL -creation of peer support and exchange of practices among stakeholders -developing guidebook for HEIs and agencies
Erasmus+ programme Key Action 3 – Support to Policy Development and Cooperation	Bologna with Stakeholders Eyes For a Stronger Future of the Bologna Process II (BWSE FORWARD II)	European Students' Union (ESU)	24-36 months TBD	- Quality evaluation and monitoring of the project activities - Support to other project activities