

ENQA Work Plan 2023 and Draft Work Plan 2024

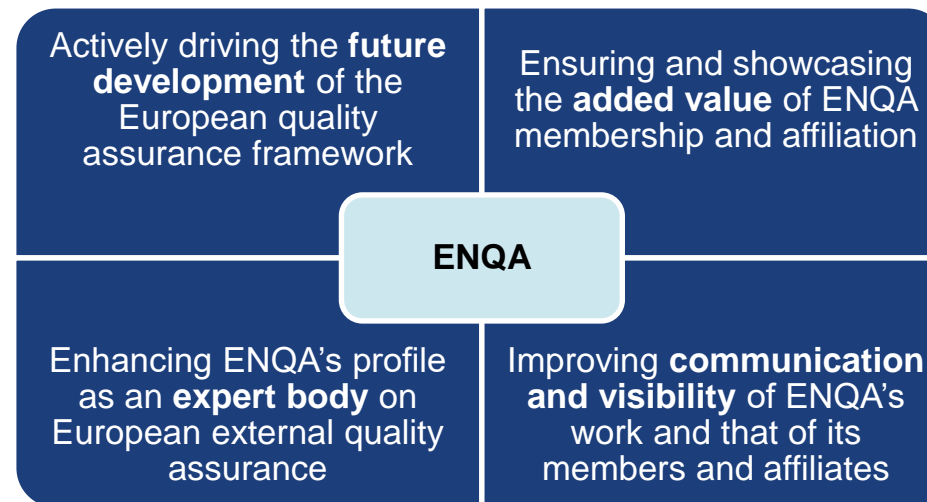
This work plan covers concrete activities for 2023 and provisional activities for 2024. While the work plan 2023 is formally adopted, the work plan 2024 is only a forecast and is presented now to offer members more information on the longer term perspective of upcoming activities.

The implementation of the work plan will draw on both human and financial resources; the work plan is thus closely linked to the 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. As such it is structured following the goals set out in the Strategic Plan. The work plan also takes forward work started in the previous years, such as ongoing working groups and EU-funded projects. Specific concrete outputs are marked in bold in the table.

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 2023 workplan was guided by the following key ideas:



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 and Board will conduct 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?

The strength of ENQA depends on the engagement and expertise of its members and affiliates. 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! ENQA will also communicate directly to members and affiliates all opportunities to engage with the work of the Association, such as event invitations, calls for contributions and requests for input to surveys and other consultations.

IV. Actions

Goal 1: Representing interests of quality assurance agencies	
ENQA represents the interests of its members and provides advice in the policy-making process of the EHEA and beyond	
<p>I.1 The President, Vice-Presidents, Director and Senior Policy and Project Coordinator will represent ENQA in the BFUG and its working groups, and contribute thus to the implementation and development of the higher education reform agenda. ENQA is involved in the following working groups: thematic peer group on QA; working group on academic values; working group on global dialogue in higher education; and working group on teaching and learning. The Secretariat will report regularly to the membership (through mailings and in the GAs) on the work of the groups, and collect input from them to shape ENQA's positions. The issues raised will be discussed regularly with the Board.</p>	<p>President, Director, Senior policy and project coordinator</p>
<p>I.2 ENQA will steer discussions relating to the future of the ESG and the EHEA quality assurance framework through coordination of the QA-FIT project. Members and affiliates will be consulted throughout the lifetime of the project.</p>	<p>Secretariat, Board, Members/affiliates</p>

<p>I.3 ENQA will uphold the dialogue with the European Commission in order to provide public authorities and policy makers with relevant expertise and ensure the interests of ENQA’s membership are represented, particularly in light of forthcoming European Council recommendations relating to quality assurance. ENQA coordinates the preparation of the E4 – EU Commission annual meeting and also meets regularly with the relevant Commission staff on a one-to-one basis.</p> <p>I.4 ENQA will contribute to the European Commission working group on higher education as an invited expert, particularly on issues related to quality assurance and recognition.</p> <p>I.5 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 statements (such as to the BFUG meetings, where appropriate), joint projects (QA-FIT)) and joint events (such as EQAF).</p> <p>Similar activities will be conducted in 2024.</p>	<p>Director, Senior policy and project coordinator</p> <p>Director, Senior policy and project officer</p> <p>President, Director, Board, Secretariat</p>
<p>ENQA supports the establishment and operation of independent and trustworthy quality assurance agencies operating on the basis of agreed standards</p>	
<p>I.6 ENQA will implement a project, SEQA-ESG2, to support ENQA’s affiliate QA agencies in Serbia, Azerbaijan, Bosnia & Herzegovina and Ukraine to align their policies and methodologies in order to achieve ESG compliance.</p> <p>I.7 ENQA will hold an event for ministries and agencies in the Western Balkans to provide an opportunity for peer learning and to give impetus to ongoing work towards alignment with the ESG.</p> <p>I.8 ENQA will analyse the feasibility and consider a potential methodology of a gap analysis service for affiliate agencies to detect areas in need of further development to achieve ESG compliance</p> <p>In 2024 ENQA will continue the SEQA-ESG2 project and, if deemed feasible, launch the gap analysis service.</p>	<p>Board, Secretariat, Members</p> <p>Board, Secretariat, Members</p> <p>Board, Secretariat, external expert</p>

Goal 2: Providing services to members and other stakeholders

ENQA's Agency Review Programme is the preferred partner for reviews against the ESG.

<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 Board and members on their work.</p>	<p>Secretariat, Agency Review Committee</p>
<p>2.2 ENQA Secretariat and the Agency Review Committee, in collaboration with EQAR, will conduct an evaluation of the targeted review methodology to assess its impact and fitness-for-purpose</p>	<p>Secretariat, Agency Review Committee</p>
<p>2.3 ENQA Secretariat, Agency Review Committee and Board will reflect on the fitness-for-purpose of the new processes for validating review reports and membership decision-making</p>	<p>Secretariat, Board, Agency Review Committee,</p>
<p>2.4 ENQA will organise a training session for experienced reviewers for the ENQA Agency Review process. Training of new reviewers will be organised if required according to the volume of reviews.</p>	<p>Secretariat</p>
<p>2.5 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 Agency review Committee.</p>	<p>Secretariat, Agency Review Committee</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 2024 ENQA will continue to coordinate all requested external full and targeted reviews and related progress visits and ENQA will organise Seminars for recently reviewed agencies and agencies that are planning to undergo a review.</p>	

ENQA offers a training and consulting programme valued by its members

<p>2.7 As a form of staff development service for the agencies, ENQA will deliver the fourth round of the ENQA Leadership Development Programme for mid-level staff of QA agencies in Europe.</p>	<p>Secretariat, Board, Members</p>
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<p>2.8 ENQA will organise an introductory seminar, open to all members and affiliates, on the European dimension of quality assurance</p> <p>2.9 ENQA will bring together staff of QA agencies interested in or engaged in specific topics of interest and relevance to members/affiliates. A working 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 and reach a wider audience than is possible through physical events.</p> <p>Similar activities will take place in 2024, including an eventual fifth round of the ENQA Leadership Development Programme, and specific workshops and/or working groups according to needs and interest of members. ENQA will also organise a workshop on a relevant QA topic.</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).</p> <p>2.12 ENQA will continue its engagement with other regional networks such as the ASEAN Quality Assurance Network (AQAN), the African Quality Assurance Network (AfriQAN) and SCIACES, based on the relationships established through recent projects and MoUs.</p> <p>2.13 ENQA will explore options for structured engagement in ASEAN and Africa as follow-up to recent projects in those regions, based on the principles of offering high level expertise and capacity building in order to mutual understanding between regional quality assurance systems.</p> <p>2.14 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 and will promote its Agency Reviews as a developmental tool to agencies outside of the EHEA.</p> <p>Similar activities will take place in 2024, building on the work of 2023.</p>	<p>Secretariat, Board, Members</p> <p>Secretariat, Board</p> <p>Secretariat, Board</p> <p>Secretariat, Board</p>

Information and networking activities

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| <p>2.15 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>Secretariat, Board</p> |
| <p>2.16 ENQA will develop and implement a communication strategy, focussing on enhancing engagement, visibility and information provision towards and between members, affiliates and the broader higher education community. This includes further development of the website, enhanced use of social media, a new newsletter, and policy briefs. The work will be developed by a dedicated group within the secretariat.</p> | <p>Secretariat</p> |
| <p>2.17 ENQA will respond to invitations to contribute to international events on quality assurance within the limits of its resources and in line with its strategic priorities.</p> | <p>Secretariat, Board, Members</p> |
| <p>2.18 ENQA will organise the Members Forum in April 2023, 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 2023.</p> | <p>Secretariat, Board, Members</p> |
| <p>2.19 The Board will conduct another round of coordinated calls to members, as well as making physical visits whenever opportunities arise.</p> | <p>Board</p> |
| <p>2.20 ENQA will continue to co-organise the annual European Quality Assurance Forum (EQAF) with the E4 Group</p> | <p>Secretariat, Members</p> |

Similar activities are foreseen for 2024.

Goal 3: Driving the development of external quality assurance

ENQA monitors changes in the higher education landscape and is a guarantor of knowledge-based development of external quality assurance.

ENQA works towards quality assurance for a purpose.

ENQA explores new ways of quality assurance.

<p>3.1 ENQA will contribute to innovation of quality assurance through participation in different projects, notably the QA-FIT project (to analyse the status of quality assurance and explore the future of the ESG); INIMQA to support the work of the BFUG thematic peer group on QA with ENQA leading activities on the QA of micro-credentials; and BWSE2030 to support the implementation of Bologna reforms, with ENQA supporting the organisation of peer learning activities, development of recommendations and leading the quality assurance of the project.</p>	<p>Secretariat, Board, Members</p>
<p>3.2 ENQA working groups on QA of micro-credentials and on academic integrity will finalise their work in 2023. In addition, ENQA will set up one further working group on a topic identified as being of relevance to members.</p>	<p>Members, Secretariat</p>
<p>3.3 ENQA will finalise and publish the analysis of the impact of Covid-19 on QA methodologies and strategic choices.</p>	<p>Secretariat, external expert</p>
<p>3.4 ENQA will finalise and publish a guidance statement as an update to the 2018 working group report on quality assurance of e-learning.</p>	<p>Director, Board, Members</p>
<p>3.5 ENQA will enhance its profile as the expert body on external quality assurance in Europe by publishing regular small-scale analyses, discussion papers and briefing notes. This work will be coordinated by a dedicated group within the secretariat and will draw on expertise and input from members and affiliates.</p>	<p>Secretariat, Board, Members</p>

In 2024, ENQA will continue to implement the QA-FIT project, as a framework for discussing the future development of quality assurance and the ESG. ENQA will continue to make more prominent its expertise with regular outputs on specific topics of interest to members and the broader higher education community.

