



# ANNUAL REPORT 2010

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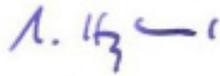
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# Foreword by the President

2010 has proved to be challenging yet very interesting for ENQA. It has also been very productive, and ENQA as an organisation has responded positively to the tasks and challenges at hand. It was not only the official launch of The European Higher Education Area at the Bologna ministerial conference in Budapest and Vienna that governed the work of ENQA. This year has seen a series of events and publications on current developments in quality assurance in higher education. The role of learning outcomes in quality assurance and the discussion about rankings and its relation to quality assurance are only two of them. In addition, the past year was demanding in terms of internal affairs of the association especially as regards future development. In 2009, the General Assembly decided to focus ENQA's work in 2010 on the following issues deriving from the short term priorities stipulated in the position paper to the Leuven/Louvain-La-Neuve ministerial meeting:

- Strengthen its function as a think tank and communication platform
- Tackle new developments in the field of quality assurance
- Support the development of member agencies and new agencies

This report aims to give a short overview about the main activities of the Board, Secretariat and the Association as such.



**Achim Hopbach**  
*President of ENQA*

# 1. Developing quality assurance further

A major purpose of ENQA is to function as a communication platform for sharing and disseminating information and expertise in quality assurance among its members and towards stakeholders. Thus, ENQA addresses relevant issues in the field of quality assurance and organises events such as workshops, seminars and working groups.

In 2010, ENQA has arranged several seminars and workshops triggering most of the actual as well as future themes in quality assurance of higher education. The events have been open to ENQA members, associates and affiliates as well as to other interested parties.

All of the events have been supported by the European Commission's Lifelong Learning Programme and they have constituted a significant part of the ENQA Projects 2008-2010. With this support, the European Commission has shown that ENQA's activities are vital for the development of the European Higher Education Area.

Feedback from the events has been largely positive and it has proved that the events are seen as an essential forum for dialogue and networking between European quality assurance professionals and stakeholders.

## EVENTS

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The following events were arranged:

- *3<sup>rd</sup> training session/workshop for experts for agency reviews*, Dublin, Ireland, 11-12 February 2010
- *Quality and Transparency in Higher Education: Expectations, Tools and the Link to Institutional Autonomy*, Bologna, Italy, 17-18 May 2010
- *Internal Quality Assurance – Enhancing Quality Culture*, London, UK, 8-9 June 2010
- *Quality Assurance and Learning Outcomes*, Vienna, Austria, 9-10 September 2010.

A comprehensive report has followed or will follow each above mentioned event.

- *The European Quality Assurance Forum*, Lyon, France, 18-20 November 2010

The fifth European Forum for Quality Assurance funded by the Lifelong Learning Programme of the European Commission and co-organised by ENQA, ESU, EUA and EURASHE was held in Lyon, France, on 18-20 November 2010.

The title of the forum was "Building Bridges: Making sense of QA in European, national and institutional contexts" and it focused mainly on the grass root level of quality assurance in the context of the ongoing development of the European Higher Education Area. The aim of the 2010 Forum was to examine how quality assurance tools and processes implemented at institutional and agency level (1) relate to European and national level policy discussions and decisions, and (2) interact with and support institutional quality assurance frameworks and quality culture. The role of the *Standards and Guidelines for Quality Assurance in the European Higher Education Area* (ESG) in promoting the European dimension of quality assurance was also discussed.

The Forum resulted in a publication which gathers together a representative sample of the contributions to the Forum: some of the keynote presentations and a few papers. In addition to the selected presentations from the Forum, the Forum Steering Committee decided to mark the fifth and final Forum co-funded by the Lifelong Learning Programme by including in this publication a short historical account and further reflection on the discussions that have taken place over the years, and in particular during the 2010 Forum. The electronic version of the publication is available on the ENQA website.

## PUBLICATIONS

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The following reports have been published and sent out during the year:

- Quality Assurance in Postgraduate Education
- Quality Assurance in Transnational Higher Education
- First external evaluations of quality assurance agencies – lessons learned

A special publication for the 10th Anniversary of ENQA has been produced thanks to the contributions of Dorte Kristoffersen and the three former ENQA Presidents: Christian Thune, Peter Williams and Bruno Curvale.

## PROJECTS AND WORKING GROUPS

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### **“THE IMPACT OF LIFELONG LEARNING STRATEGIES ON PROFESSIONAL HIGHER EDUCATION IN EUROPE” (FLLLEX)**

ENQA is a partner in a project entitled “The impact of Lifelong Learning strategies on professional higher education in Europe” (FLLLEX) initiated by EURASHE and the Katholieke Hogeschool Leuven (Leuven University College). ENQA's role in the project is to contribute to building a tool to be applied by HEIs to assess the implementation of LLL strategies within institutions. The results are to be benchmarked against the respective national policies and with the other participating European institutions.

### **ROUND TABLE ON QUALITY ASSURANCE IN LIFELONG LEARNING**

The ENQA Board organised a round table on quality assurance in lifelong learning in order to identify areas of interest for quality assurance agencies. This initiative will be followed up in 2011 by a working group and a workshop on the challenges of external quality assurance in the continuing education sector.

### **LEARNING FROM AGENCY REVIEWS**

The ENQA Board has carried out a project called *Learning from agency reviews and the application of part three of the ESG*. The report analysed the review reports of all agencies that had been reviewed by the ENQA Board by the end of 2009. This analysis was carried out thematically using a software tool that allowed for comparison of reporting on themes. The electronic analysis was supplemented by the work of two experienced quality assurance professionals, who were able to analyse the data provided.

The report clearly shows that briefing and training of review panel members, the usability of the ESG and the utility of review reports themselves have an enhancement function, to name but three. The outcomes of the project and its conclusions will be useful when preparing for the MAP-ESG project that began in late 2010.

### **“QUALITY PROCEDURES IN THE EHEA 2011”**

The Board started the preparation for project “Quality procedures in the EHEA 2011” which will explore the future developments of quality assurance in Europe. The final report is scheduled for January 2012. This report will be a major source of information for the ENQA report to the Bologna ministerial conference of 2012 taking place in Bucharest, Romania.

### **“MAPPING THE APPLICATION AND IMPLEMENTATION OF THE ESG” (MAP-ESG)**

ENQA, together with the other E4 partners, prepared a successful grant application for the project named “Mapping the application and implementation of the ESG” (MAP-ESG). The project, under the leadership of ENQA, started in autumn 2010 and has the purpose to gather information on how the ESG have been implemented and applied in Bologna signatory countries; on national level, in HEIs and in QA agencies. The project will investigate whether a further review of the ESG is necessary. The results of the project will be presented to the Bologna ministerial conference of 2012.

## 2. Outreach

### 2.1 REPRESENTATION OF MEMBERS IN POLITICAL DECISION-MAKING PROCESSES

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During term 2009-2010 the ENQA Board has completed the following documents regarding strategic and political planning and development of quality assurance:

- ENQA Report to the Bologna Ministerial Anniversary Conference of March 2010
- ENQA statement on the Progress Report on Quality Assurance of the European Commission

#### **RELATION WITH THE BFUG AND EUROPEAN COMMISSION**

One of ENQA's main purposes is to represent its members at European level and internationally, especially in political decision-making processes and in co-operation with stakeholder organisations. Therefore, active participation in the Bologna Follow-up Group (BFUG) as a consultative member forms a major part of ENQA's policy making role.

Thus, ENQA has continued its active role in the Bologna Process by participating in BFUG meetings, ministerial conference and Bologna seminars. The active contribution to the Bologna Ministerial Anniversary Conference has allowed ENQA to further embed its role in quality assurance for the development of the European Higher Education Area.

Engagement in the BFUG also relates to the working groups which prepare the actual work of the BFUG; ENQA was represented in the following working groups:

- Working Group Reporting on the Implementation of the Bologna process (Fiona Crozier)
- Working Group Transparency Mechanisms (Achim Hopbach)
- Working Group EHEA in a Global Context (Emmi Helle)
- Working Group on Recognition (Rafael Llavori)

### 2.2 INTERNATIONAL AND EUROPEAN COLLABORATION

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Co-operation between ENQA, ESU, EUA, EURASHE, ENIC-NARIC, BusinessEurope, Education International and the European Commission has continued throughout the year. The organisations have actively attended each others' events and conferences as speakers, panellists or participants. The cooperation of the E4 Group will even tighten in the coming year in a form of the MAP-ESG project.

During the year, ENQA has been represented at several international events by its Board members, including the 11th Biennale INQAAHE Members' Forum in Windhoek, Namibia on 4-6 May 2010 and the meeting of regional representatives at the same conference; the Annual workshop of the CEE network in Sofia, also in May 2010; the ECA conference in Graz, Austria; and the Director Generals' meeting of the European Commission in Namur, Belgium, in September 2010, to name a few.

In addition, ENQA accepted a great number of invitations to give presentations on international workshops and conferences.

#### **THE EUROPEAN QUALITY ASSURANCE REGISTER IN HIGHER EDUCATION (EQAR)**

2010 was the second year of operation for the European Quality Assurance Register in Higher Education (EQAR). ENQA is, together with other E4 partners (EUA, EURASHE and ESU), a founding member of the Register, and thereby represented in the Executive Board of EQAR.

The Register has already started its preparations for the external evaluation which will begin by a self-evaluation of EQAR in winter 2010/2011. The final report of the external evaluation is scheduled for early 2012.

# 3. Development of the Association

## 3.1 ENQA STRATEGY

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The Strategic plan highlights the major purposes of ENQA:

- **to represent its members** at European level and internationally, especially in political decision-making processes and in co-operation with stakeholder organisations;
- **to function as a think tank** for the further development of quality assurance processes and systems in the EHEA;
- **to function as a communication platform** for sharing and disseminating information and expertise in quality assurance among its members and towards stakeholders.

During term 2009-2010 one major task of the Board was the preparation of a Strategic plan which was discussed and approved by the 2010 General Assembly. This was requested by the General Assembly of 2009 as a consequence of the discussion about the Secretariat's possible relocation to Brussels. Together with the Strategic plan the Board has also completed a Mission Statement.

The Board translated these purposes into a draft work plan for 2011 which comprises clear measures to strengthen ENQA's role as a political actor, and its core functions in serving its members.

Through these documents ENQA has been able to clarify its internal and external procedures and to strengthen its direction in the development of quality assurance and the implementation of the ESG.

## 3.2 ENQA MEMBERSHIP MATTERS

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### STRENGTHENING THE ROLE OF MEMBERS

Another core issue was to strengthen the role of members in the decision making process of the association, especially when it comes to issues of major political interest. It was the wish of the Board to strengthen members' role in this respect. Therefore, during the year, the Board continued to consult members in case of major decisions such as the ENQA statement on the Progress Report on Quality Assurance of the European Commission. Additionally, the Board decided to set up round tables and ad-hoc working groups in order to prepare position papers and similar documents, such as in the case of the preparation of a statement "Quality assurance and Lifelong Learning".

With view to the future, the Board wishes to intensify the involvement of members by continuing these efforts and also by organising a Members' Forum in addition to the General Assembly. It is noteworthy that the Board sees the association being at a starting point aiming at a stronger role of members, but realises that this goal will not be reached within one year. Yet a stronger political role requires more involvement of members.

### NEW MEMBERS, RECONFIRMATION OF MEMBERSHIPS, CEASED MEMBERSHIPS

Full Membership of ENQA was granted to the following three agencies after a successful external review:

- The Accreditation Institution, Denmark
- Quality Assurance Agency for the University System in Castilla y León (ACSUCYL)
- Axencia para a Calidade do Sistema Universitario de Galicia (ACSUG)

The Full Membership of the four following agencies was reconfirmed after a successful external review:

- Accreditation Commission of the Government of the Czech Republic/Ministry of Education, Youth and Sports (ACCR)
- The French Evaluation Agency for Research and Higher Education (AERES)
- Stiftung Evaluationsagentur Baden-Wuerttemberg (EVALAG)
- The Finnish Higher Education Evaluation Council (FINHEEC)

No new agency became a Candidate member of ENQA.

In 2010, ENQA counted 38 Full members and 11 Candidate members.

## 3.3 EXTERNAL REVIEWS OF ENQA MEMBER AGENCIES

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ENQA coordinated and completed the external reviews of the Finnish Higher Education Evaluation Council (FINHEEC), The Accreditation Institution, the European Council on Chiropractic Education (ECCE) and Quality Assurance Netherlands Universities (QANU). The completed review reports of ENQA member agencies are available on the ENQA website.

At the same time, several national reviews were organised and their results were scrutinised by the Review Committee members of the ENQA Board while the membership decisions were taken by the whole Board based on the scrutiny.

The agencies that had not undergone a review yet by the deadline for the first round of external reviews on 19 September 2010 were automatically designated as a Candidate Member until the next Board's decision on membership following an external review.

The feedback questionnaires to be submitted to the agency and review panel after a review were finalised.

### DEVELOPING AGENCY REVIEWS

The external reviews of ENQA member agencies, be it ENQA coordinated reviews or nationally coordinated reviews following the ENQA Guidelines for external reviews of quality assurance agencies in the EHEA, have proven to be of critical importance for assuring quality and trustworthiness of European quality assurance agencies. The reviews are not only a precondition for full membership in ENQA but a review report produced for ENQA membership purposes can also be taken as the basis for decision for inclusion in the European Quality Assurance Register in Higher Education (EQAR). In addition, experience shows that these evaluations bear a substantial developmental aspect for agencies. ENQA aims to guarantee the professionalism and consistency of the external reviews of agencies thus significantly contributing to the QA goals of the Bologna process.

### TRAINING OF AGENCY REVIEWERS AND A DEVELOPMENT OF A POOL OF TRAINED REVIEWERS

The training of experts for agency reviewers and the investigation of the decision making process are of good preparation for the second round of agency reviews starting in 2011.

The development of methods and support tools of external reviews of agencies have been and still remain an important task. ENQA has developed a standardised training kit to serve as a comprehensive training package for the trainees as well as for trainers. It provides general instructions for QA professionals in preparing for a comprehensive training session. The former (i) Guidelines for national reviews of ENQA member agencies, (ii) Briefing Pack for review panel members of ENQA co-ordinated reviews and (iii) Principles for ENQA coordinated reviews have been merged into one single document: the *Guidelines for external reviews of quality assurance agencies in the EHEA*. To contribute to the development of reviews, ENQA has carried out two successful training sessions in 2010 with about 30 invited experts in each session. The feedback, which has to a large extent been very positive, will be taken carefully into consideration when planning for the next trainings.

Additionally, ENQA has started to develop a pool of trained reviewers. This pool will provide QA agencies and other bodies with a reliable listing of professional reviewers. The pool will also contribute to a more international composition of review panels. At the moment, the ENQA pool of experts consists of some 115 international reviewers and approximately half of them have attended one of the ENQA training sessions for reviewers.

#### **INFORMATION NOTE**

The Board reviewed its decision making procedures in membership issues and published an “Information note on the decisions on agency reviews made by the ENQA Board”. Through this document ENQA has been able to clarify its internal and external procedures and to make the decision making process more transparent to applying agencies. The Note has been published on the website and circulated to the E4 Group, BFUG and EQAR.

Outcomes of the already mentioned project Learning from agency reviews and the application of part three of the ESG spurred the Board into both developing the training procedures and clarifying the decision making process within the Board.

## 3.4 RELOCATION OF THE ASSOCIATION TO BRUSSELS

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Since the 2009 General Assembly the Board has continued to investigate possibilities for the ENQA Secretariat to move to Brussels. The Board has thoroughly discussed the needs of the association as well as the pros and cons of the relocation to Brussels. By weighting arguments the Board concluded to support unanimously the relocation. The main justification of the relocation relates to the political role of ENQA and the lobbying function which can be performed much better with a secretariat in Brussels.

## 4. ENQA associates and affiliates

The Board granted associate status to:

- Public Accreditation Agency for Higher Education British Accreditation Council, Tirana, Albania (PAAHE)
- Agency for Development of Higher Education and Quality Assurance - Bosnia and Herzegovina (HEA)
- National Centre of Public Accreditation (NCPA)

No new organisation was granted an affiliate status.

In 2010, ENQA counted 28 associate organisations or agencies and 3 affiliate networks.

## 5. Organisation and Finances

### 5.1 BOARD

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#### ENQA BOARD (2009–2010)

**Achim Hopbach**  
**(President)**

German Accreditation Council (GAC)

**Tibor Szanto**  
**(Vice-President)**

Hungarian Accreditation Committee (HAC)

**Fiona Crozier**  
**(Vice-President)**

Quality Assurance Agency for Higher Education (QAA, UK)

**Karl Dittrich**

Accreditation Organisation of the Netherlands and Flanders (NVAO)

**Josep Grifoll**

Catalan University Quality Assurance Agency (AQU Catalunya)

**Tine Holm**

Danish Evaluation Institute (EVA)

**Helka Kekäläinen**

Finnish Higher Education Evaluation Council (FINHEEC)

**Rafael Llavori**

National Agency for Quality Assessment and Accreditation of Spain (ANECA)

**Kurt Sohm**

Fachhochschulrat (FHR, Austria)

**Radu Damian**  
**(Co-opted member)**

Agency for Quality Assurance in Higher Education (ARACIS, Romania)

**Padraig Walsh**  
**(Co-opted member)**

Irish university Quality Board (IUQB)

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#### ENQA BOARD (2010–2011)

**Achim Hopbach**  
**(President)**

German Accreditation Council (GAC)

**Fiona Crozier**  
**(Vice-President)**

Quality Assurance Agency for Higher Education (QAA, UK)

**Helka Kekäläinen**  
**(Vice-President)**

Finnish Higher Education Evaluation Council (FINHEEC)

**Radu Damian**

Agency for Quality Assurance in Higher Education (ARACIS, Romania)

**Karl Dittrich**

Accreditation Organisation of the Netherlands and Flanders (NVAO)

**Elisabeth Fiorioli**

Austrian Accreditation Council (ÖAR)

**Josep Grifoll**

Catalan University Quality Assurance Agency (AQU Catalunya)

**Tine Holm**

Danish Evaluation Institute (EVA)

**Rafael Llavori**

National Agency for Quality Assessment and Accreditation of Spain (ANECA)

## 5.2 APPEALS AND COMPLAINTS COMMITTEE

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The Committee members are:

- Helmut Konrad, Chair
- Jean-Marc Rapp
- Tove Blytt Holmen
- Hermann Reuke (alternate member)

The Appeals and Complaints Committee hear appeals and complaints against decisions and the conduct of procedures in respect of membership matters done by the ENQA Board.

The Appeals and Complaints Committee comprises three representatives of Full members of ENQA. The members of the Committee are nominated by the ENQA Board and appointed by the General Assembly for a three-year term. The members of the Committee serve continuously a maximum of six years. A member of the Committee cannot also be a member of the Board, but at least one of the members will normally be a former member of the Board.

## 5.3 SECRETARIAT

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The ENQA Secretariat is located in Helsinki and headed by the Secretary General, Emmi Helle. For most of the year, the Secretariat has been understaffed for the execution of its tasks, with 2.5 full-time equivalent (FTE) staff instead of 4. Maria Stalter, who has a Master of Arts in French Philology, started at the ENQA Secretariat in April 2010 as a trainee. In August 2010 she was hired as part-time Administrative Assistant and replaced Michele Soinila, who resigned on the same month. Paula Ranne was promoted as Project Manager on 1 July 2010.

The Secretariat supports the Association. It performs general administrative tasks; coordinate external reviews, projects and events; and answers queries from ENQA member agencies, associates, and other parties interested in the quality assurance of higher education. The ENQA website is the main point of information for members, associates and affiliates, and stakeholders. The Secretariat is responsible for revising and updating the website.

## 5.4 ACCOUNTS 2010

### BALANCE SHEET

<b>ASSETS</b>	<b>31.12.2010</b>	<b>31.12.2009</b>
<b>FIXED ASSETS</b>		
Tangible goods		
Machines and equipment	7.269,65	5.145,30
Total	7.269,65	5.145,30
<b>FIXED ASSETS IN TOTAL</b>	<b>7.269,65</b>	<b>5.145,30</b>
<b>CURRENT ASSETS</b>		
Receivables		
Short-term		
Trade receivables	17.351,64	4.637,11
Other receivables	6.613,00	0,00
Receivables carried forward	70.461,55	5.296,68
Total	94.426,19	9.933,79
Cash and cash equivalents	610.489,22	332.281,94
<b>CURRENT ASSETS IN TOTAL</b>	<b>704.915,41</b>	<b>342.215,73</b>
<b>ASSETS IN TOTAL</b>	<b>712.185,06</b>	<b>347.361,03</b>
<b>LIABILITIES</b>	<b>31.12.2010</b>	<b>31.12.2009</b>
<b>EQUITY CAPITAL</b>		
Profit (Loss) in previous financial years	212.559,11	230.151,25
Profit (Loss) in the financial year	-45.737,47	-17.592,14
<b>EQUITY CAPITAL IN TOTAL</b>	<b>166.821,64</b>	<b>212.559,11</b>
<b>CURRENT LIABILITIES</b>		
Short-term		
Accounts payable	17.659,57	16.290,87
Other creditors	3.339,42	3.189,67
Accruals and deferred income	524.364,43	115.321,38
Total	545.363,42	134.801,92
<b>CURRENT LIABILITIES IN TOTAL</b>	<b>545.363,42</b>	<b>134.801,92</b>
<b>LIABILITIES IN TOTAL</b>	<b>712.185,06</b>	<b>347.361,03</b>

## INCOME STATEMENT

<b>ORDINARY OPERATIONS</b>	<b>1.1. - 31.12.2010</b>		<b>1.1. - 31.12.2009</b>	
Income	203.406,34		249.631,97	
Expenses				
Staff costs	-211.391,24		184.352,95	
Depreciations	-2.423,23		1.715,10	
Other expenses	-324.963,20	-538.777,67	357.702,34	-543.770,39
<b>SURPLUS/TRADING DEFICIT</b>		<b>-335.371,33</b>		<b>-294.138,42</b>
<b>FUNDRAISING</b>	<b>1.1. - 31.12.2010</b>		<b>1.1. - 31.12.2009</b>	
Income	289.298,36		273.850,00	
Income total		289.298,36		273.850,00
<b>SURPLUS/TRADING DEFICIT</b>		<b>-46.072,97</b>		<b>-20.288,42</b>
<b>INVESTMENTS AND FINANCIAL ACTIVITIES</b>	<b>1.1. - 31.12.2010</b>		<b>1.1. - 31.12.2009</b>	
Income	372,52		2.696,28	
Expenses	-37,02	335,50	0,00	2.696,28
<b>SURPLUS/TRADING DEFICIT</b>		<b>-45.737,47</b>		<b>-17.592,14</b>
<b>RESULT FOR THE FINANCIAL PERIOD</b>		<b>-45.737,47</b>		<b>-17.592,14</b>
<b>SURPLUS (DEFICIT) FOR THE FINANCIAL PERIOD</b>		<b>-45.737,47</b>		<b>-17.592,14</b>