

2014

ANNUAL
REPORT

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Message from the President



The wide-ranging, far-reaching activities of ENQA in 2014 are evidence of the dynamism and vigour of quality assurance (QA) in higher education. Members and stakeholders rely on the product of our efforts, as we try to be responsive to a growing diversity of requests relating to our work.

This year, our EU-supported projects challenged our report-writing processes, encouraging us to use methods which will increase the transparency of our reviews and advanced our understanding as to the expectations and procedures of quality assurance in cross-border higher education.

Our internally supported working groups defined the notion of excellence relative to various national contexts, initiated a pilot mentoring scheme to support the development of newly appointed agency directors, and examined national policies on the internationalisation activities of QA agencies operating within the European Higher Education Area (EHEA).

ENQA's representatives continued to support the mission of the Bologna Process, cooperating particularly in the production of the revised ECTS Users' Guide and the European Approach for the quality assurance of joint programmes. Our most notable collaboration this year was with our E4 partners (EUA, ESU, and EURASHE), Education International, BusinessEurope, and EQAR, as we worked earnestly to revise the *Standards and guidelines for quality assurance in the European Higher Education Area (ESG)* to improve their clarity, applicability, and usefulness.

Owing to the ESG revision and the resulting transition to a new, forthcoming membership review process, ENQA coordinated a record number of external reviews, securing our position as the main contractor of external reviews used for determining ENQA membership and listing within EQAR. Our newest members and affiliates are warmly welcomed; it is encouraging to witness the growth of our Association and to realise that we have many allies across Europe and beyond.

I would like to thank ENQA's membership for supporting my Board nomination this year and my fellow Board members for nominating me as President again. The demands on Board members continue to be quite considerable, and I thank you for your trust in my ability to lead such a capable group of professionals.

A handwritten signature in blue ink that reads "Padraig Walsh". The signature is written in a cursive, flowing style.

Padraig Walsh
President of ENQA

I. Developing quality assurance further

The European Association for Quality Assurance in Higher Education (ENQA) envisages a European Higher Education Area (EHEA) in which students have access to high quality education and can achieve qualifications that are respected worldwide. Pursuant to these aims, ENQA contributes to the promotion and enhancement of quality and the development of a quality culture in higher education through its series of projects, studies, events, and publications.

This section provides an overview of ENQA's projects and working groups and offers a description of the communication practices used to disseminate the research, conclusions, and recommendations of the Association.

1.1 PROJECTS

ENQA works as a coordinator and partner in various transnational, EU-funded projects. These projects provide opportunities for collaboration among ENQA agencies and various other actors in the field of higher education, and each serve to develop or improve one of the many facets of quality assurance in higher education. In 2014, ENQA was involved in projects which focused on the quality of reports, the quality of cross-border higher education and e-learning provision, the development of quality assurance frameworks and mechanisms, and the impact of quality assurance procedures.

ENQA as project coordinator

“TRANSPARENCY OF EUROPEAN HIGHER EDUCATION THROUGH PUBLIC QUALITY ASSURANCE REPORTS” (EQAREP), 2012-2014

From 2012-2014, together with four member agencies - ASHE, EKKA, OAQ, and QQI - ENQA carried out a Lifelong Learning Programme-supported project on the “Transparency of European higher education through public quality assurance reports” (EQArep). The project investigated the current needs of stakeholders and practices in the publication of external quality assurance reports.

The main project activities in 2014 included a workshop for QA agencies, the finalisation of the project publication, and the final dissemination conference. The workshop on the publication of quality assurance reports took place on 16-17 January 2014 in Zurich, Switzerland. The workshop targeted ENQA member agencies, and the discussions provided an analysis of the content and structure of quality assurance reports - particularly summary reports - and how they could be improved to be more useful sources of information for relevant stakeholders.

A final report, which included outcomes from the workshops and surveys, as well as a set of guidelines and recommendations for the publication of external review reports, was published and distributed to all target groups and other interested stakeholders in September 2014 at the final dissemination conference in Brussels, Belgium.

“QUALITY ASSURANCE OF CROSS-BORDER HIGHER EDUCATION” (QACHE), 2013-2015

The ENQA-led, Erasmus Mundus-supported project entitled “Quality assurance of cross-border higher education” (QACHE) aims to explore, in terms of information and practical support, the quality assurance of cross-border higher education (CBHE) by examining the different ways in which European QA agencies and higher education institutions (HEIs) address the accreditation and quality assurance of programmes delivered outside their boundaries. The QACHE project involves four ENQA members (QAA, HCERES, ANECA, GAC), as well as the Tertiary Education Quality and Standards Agency (TEQSA, Australia), the Arab Network for Quality Assurance in Higher education (ANQAHE), and the Asia-Pacific Quality Network (APQN).

In 2014, information was collected by surveying QA agencies in Europe, the Middle East, and in the Asia-Pacific, as well as HEIs in France, Germany, Spain, and the United Kingdom. Preparation of country reports and identification of case examples and good practices based on desk research and phone interviews took place in four European core provider countries (France, Germany, Spain, and the United Kingdom), as well

as in Australia. In order to validate the findings of these activities and to support the development of the final project outcomes, two regional events were held in 2014:

- European Experts' Forum, 5-6 November 2014, London, United Kingdom
- Gulf Regional Seminar, 19-20 November 2014, Manama, Bahrain

Panelists at the EQArep final dissemination conference, 23 September 2014, Brussels, Belgium



Participants of the European Experts' Forum, 5-6 November 2014, London, United Kingdom



ENQA as project partner

TOWARDS TRUST IN QUALITY ASSURANCE SYSTEMS (TRUST), 2011-2014

The Tempus project TRUST (Towards Trust in Quality Assurance Systems) – begun in 2011 – came to an end in 2014. The project, coordinated by the University of Jyväskylä, aimed at providing a common transparent framework for the quality assurance of the Ukrainian higher education system, supporting both the national reform of higher education and integration of Ukraine into the EHEA. The project contributed to the creation of a national quality assurance portal based on a shared and formal framework and developed an electronic tool/database to measure and rank universities. In 2014, ENQA continued to lend its support by providing material related to the general overview of European quality assurance of institutions to the teams developing the common Ukrainian framework. The final conference took place on 2-3 October 2014 in Kiev, Ukraine.

ENHANCING QUALITY ASSURANCE MANAGEMENT IN JORDANIAN UNIVERSITIES (EQUAM), 2012-2015

Since the end of 2012, ENQA has been involved in a TEMPUS project called “Enhancing Quality Assurance Management in Jordanian Universities (EQuAM)”. The EQuAM project aims to support the development of internal quality assurance in Jordanian HEIs. The approach will be based on analyses of needs and capacities in Jordanian HEIs, as well as experiences and good practice from Europe. In 2014 the procedures were developed, and the pilot evaluations of the Jordanian institutions’ internal quality assurance systems began. ENQA has been involved in providing advice and support

in aligning the Jordanian system to the ESG and has participated in the pilot review processes. Members ANECA and AQU Catalunya are, together with ENQA, among the partners in this project.

"SUPPORTING QUALITY IN E-LEARNING EUROPEAN NETWORKS" (SEQUENT), 2013-2015

In a common effort to assure governments, universities, and QA agencies of the necessity to have a quality assurance approach for e-learning provision and to support universities in the adoption of a quality assurance and e-learning strategy, EADTU and EFQUEL joined forces with ENQA in a Lifelong Learning Programme project entitled "Supporting Quality in e-learning European NeTworks" (SEQUENT).



Participants of the ENQA General Assembly, 16-17 October 2014, Zagreb, Croatia

The SEQUENT project's aim is to promote excellence in the use of information and communications technology (ICT) in higher education, with a clear goal to make higher education in Europe better fit for cross-border collaboration initiatives in the implementation of innovative and ICT-enhanced partnerships. The project was based on models that have been developed by previous EU-funded projects and other internationally recognised models that enhance the quality of ICT in higher education. The project has increased awareness within the European higher education community on the importance of a mainstreamed ICT uptake. Findings from the SEQUENT project were presented at the ENQA General Assembly on 16-17 October 2014 in Zagreb, Croatia, and a Master Class was held in conjunction with the 2014 European Quality Assurance Forum (EQAF) on 13 November 2014 in Barcelona, Spain.

"IMPACT ANALYSIS OF EXTERNAL QUALITY ASSURANCE PROCESSES IN HIGHER EDUCATION INSTITUTIONS. PLURALISTIC METHODOLOGY AND APPLICATION OF A FORMATIVE TRANSDISCIPLINARY IMPACT EVALUATION" (IMPALA), 2013-2016

ENQA is involved as a partner in a Lifelong Learning Programme project called "Impact Analysis of External Quality Assurance in HEIs" (IMPALA). Coordinator Evaluation Agency of Baden-Württemberg (EVALAG) is joined in this three-year project by 11 partners, including AQU Catalunya, FINEEC, ARACIS, and ENQA.

The "IMPALA" project aims to improve QA agencies' and HEIs' knowledge concerning quality assurance procedures in HEIs, with particular attention paid to understanding their applicability and usefulness. In May 2014 a workshop for agencies was organised by EVALAG in cooperation with ENQA, and a methodology was developed and applied under different conditions by each partner agency to assess the impact of different external quality assurance procedures and to study the influence that such procedures have on the quality management and organisational structures in the partner HEIs.

1.2 WORKING GROUPS

Since 2012, ENQA has been coordinating a number of working groups on specific topics. In addition, ENQA regularly carries out the "Quality Procedures Project", which analyses the trends in quality assurance and the work of agencies in Europe. The working groups provide a forum for exchange and development of quality assurance practices and are a fertile ground for the development of future projects and events.

WG 1 - IMPACT OF QUALITY ASSURANCE

The topic of impact of quality assurance is of high importance to many ENQA member agencies. In times of crises, and in response to the call for higher efficiency of public spending, it has become necessary to demonstrate the impact that quality assurance has had in different national contexts. The working group has carried out a number of activities, including collecting good practices on how QA agencies measure the impact of their processes; analysing changes and improvements in methodologies and examining the links between them; exploring how impact in different areas is analysed by QA agencies; and detecting interest for future developments on how QA agencies deal

with impact in different areas (such as in teaching, management, and higher education policy). The work of the group has provided important input for the European project on measuring impact (IMPALA).

WG 3 - STAFF DEVELOPMENT IN QA AGENCIES

In 2012, followed by a demand from the membership to find new means to support the training of qualified QA agency staff, ENQA formed a working group to provide the Board with proposals for a staff development scheme at the European level. The working group submitted a report to the Board in 2013 which includes proposals for the induction of new staff at agencies, as well as training of other staff, a staff exchange scheme, and a mentoring scheme for new CEOs or directors of agencies. ENQA started implementing this new membership service in autumn 2014, beginning with the piloting of the mentoring scheme. The provision of guidance for newly appointed directors in ENQA agencies relies on a voluntary arrangement which aims to enable directors to be effective in their new roles as quickly as possible, with a particular focus on understanding the role of ENQA and the European dimension of quality assurance. A pilot phase began at the end of 2014, following which it will be opened to all ENQA member agencies.

WG 4 - STAKEHOLDER INVOLVEMENT IN QUALITY ASSURANCE PRACTICES

The main purposes of the working group were to initiate a debate to identify new ways of promoting the active involvement of the different stakeholders related to external quality assurance processes within the EHEA (apart from HEIs), as well as to map existing features of good practice from different academic and professional traditions all over Europe. The ultimate goal of the working group is to define ways of improving stakeholder involvement from a European perspective, while being sensitive to the national requirements in the different contexts. The working group conducted a desk-based “stocktaking” study and a survey of stakeholders at the national level, the results of which are expected to be published in the ENQA publication series in 2015. The report will also make recommendations to the Board of ENQA and to nationally-based ENQA member agencies on how they can each develop and deepen the engagement and give recommendations on the way forward, on obstacles, and on challenges for involving other stakeholders in the future.

WG 5 - EXCELLENCE AND QUALITY ASSURANCE

The notion of excellence is rapidly gaining ground at the political and institutional level, and quality assurance is increasingly expected to play a role in defining and certifying excellence. The overall aim of the Excellence working group is to discuss the concepts of excellence in higher education and its implications for quality assurance. In order to achieve its aim, the working group analysed the existing review literature on excellence and identified different approaches and criteria for excellence in relation to quality assurance.

In August 2014, the results of the group’s work were published in a final report with recommendations to the ENQA Board on how the concept of excellence can be treated in the ESG, as well as to QA agencies on how to disseminate further the concept of excellence and continue the debate. Excellence was also the topic of the CEO breakfast at the 2014 ENQA General Assembly.

WG 6 - KNOWLEDGE ON PART 3 OF THE ESG (THE KP3 GROUP)

The KP3 working group was established by the ENQA Board with the purpose of performing an analysis on how QA agencies align with Part III of the ESG and examining the challenges agencies encounter when trying to comply. Given that the ESG was concurrently undergoing a revision in 2014, the group also sought ways to adapt the interpretation of Part III of the ESG. In addition, the group collected good practice examples in order to create a database.

As a part of their main task to analyse the compliance of the QA agencies with Part III of the ESG, the group members examined the self-evaluation reports and the review reports of 24 QA agencies that underwent external reviews between 2010 and 2013. The results of the analysis were presented at the June 2014 seminar on “European QA agencies’ ways to comply with the ESG in an international perspective, adhering to the European dimension: Shaping the future together”. The seminar addressed the topics of how QA agencies comply with the ESG, how they tackle the challenges posed by certain criteria (system-wide analysis, resources, and independence), and what good practices have been adopted. Furthermore, the seminar gave information on the

revision process of the ESG and its current status, explored the themes of resources, independence, and system-wide analysis, as well as the link between national priorities and European-level needs.

THE 4TH ENQA QUALITY PROCEDURES PROJECT ON INTERNATIONALISATION

In 2014, ENQA launched the 4th edition of its “Quality Procedures Project”. The project aims at providing information regarding the existing internationalisation policies at the national level, as well as strategies and tools implemented by QA agencies across the EHEA. More specifically, it aims to analyse the role of quality assurance in the internationalisation of higher education, learning from the various agencies’ approaches to internationalisation (methodology), providing a state of the art of internationalisation of quality assurance, and identifying shared practices and cooperation between national QA agencies. To this aim, a survey was sent to ENQA members and affiliates in June 2014 inquiring about the current methodologies and strategies of internationalisation of quality assurance in their agencies. The survey results provided information on both quality assurance activities that go beyond borders (internationalisation abroad) and the concept of internationalisation at home. The project publication is expected in 2015.

1.3 EVENTS

Open to ENQA members, affiliates, as well as to other interested parties, ENQA’s events are an essential forum for dialogue and networking between European quality assurance professionals and stakeholders. In addition to the events organised within the framework of projects, ENQA organised two trainings for its external reviews and participated in the preparation of the annual European Quality Assurance Forum (EQAF).

As in previous years, ENQA organised its Members’ Forum and General Assembly. The 2014 Members’ Forum was held in St. Petersburg, Russia, on 24-25 April and updated participants on the revision of the ESG. The 2014 General Assembly, held in Zagreb, Croatia, on 16-17 October, discussed the revision of the ENQA review process and included a presentation of the SEQUENT project. Both events provided an opportunity for discussion concerning members’ ideas and needs in respect to the ENQA Strategic Plan 2016-2020.

A full list of ENQA’s events in 2014 is provided in Annex I.



Participants of the ENQA Members’ Forum, 24-25 April 2014, St. Petersburg, Russia



The 2014 General Assembly, was held in Zagreb, Croatia, on 16-17 October

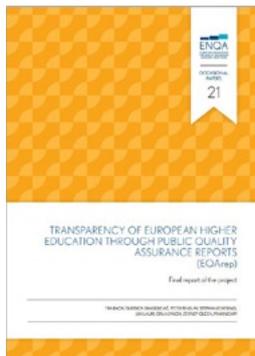
1.4 PUBLICATIONS

In 2014, ENQA produced two occasional papers entitled *The concept of excellence in higher education* (Excellence working group) and *Transparency of European higher education through public quality assurance reports* (EQArep project final report) and contributed to the publication of a series of papers from the 2013 European Quality Assurance Forum (EQAF). All ENQA publications and reports are available on the [ENQA website](#) and are an important source of updated information on current issues in quality assurance.



***The concept of excellence in higher education* by Manuela Brusoni, Radu Damian, Josep Grifoll Sauri, Stephen Jackson, Hasan Kömürçügil, Marie Malmedy, Oxana Matveeva, Galina Motova, Solange Piszcz, Patricia Pol, Ausra Rostlund, Erika Soboleva, Orlanda Tavares, and Lagle Zobel**

The report records the discussions of the ENQA Working Group on Excellence over a period of two years and reflects on the progress made in describing, evaluating, and defining the concept of excellence in higher education. It considers various approaches to the recognition of excellence in higher education and includes recommendations on how the concept could be applied to the work of QA agencies.



***EQArep Final Report* by Tiia Bach, Đurđica Dragojević, Peter Findlay, Stephanie Hering, Liia Lauri, Orla Lynch, Zeynep Olcen, and Maiki Udam**

This report is based on the findings of the “Transparency of European higher education through public quality assurance reports (EQArep)” project. It investigates the current state of the content, structure, and publication of quality assurance reports while trying to understand the expectations and demands of stakeholders with regard to these reports. The report sheds light on the existing gap between what is expected from stakeholders and the reality of the situation. In addition, the report provides QA agencies with a set of European guidelines for summary reports and some generic

recommendations on the structure and publication of comprehensive reports in order to support agencies in producing reports with understandable and comparable information.

Working together to take quality forward - A selection of papers from the 8th European Quality Assurance Forum

The 2013 EQAF, entitled “Working together to take quality forward”, was organised on 21-23 November 2013 in Gothenburg, Sweden, by the E4 Group. This publication, produced in 2014, gathers a sample of the contributions to the Forum and hopes to serve as an inspiration for everyone involved in quality assurance.

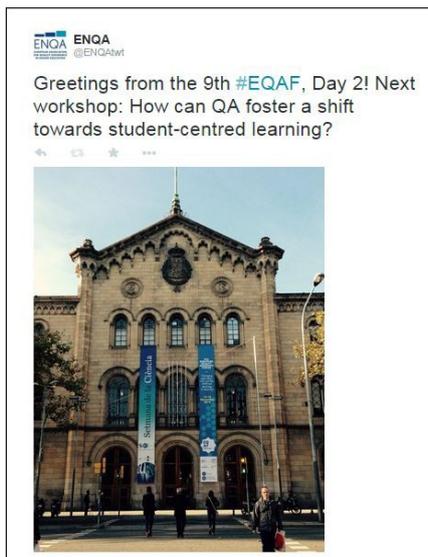


ENQA NEWSLETTER

ENQA published three *newsletters* in 2014, replacing the former document with an interactive, web-based version. In 2014, the ENQA newsletter reached approximately 200 subscribers and provided readers with information from the ENQA Board, Secretariat, members, affiliates, and partners, as well as news regarding policy developments, projects, and upcoming events.

ENQA ONLINE

Following the implementation of its new *website* at the end of 2013, ENQA enhanced its web presence by introducing a *Facebook* and *LinkedIn* page and by increasing its *Twitter* activity.



II. Outreach

In line with its goal to be recognised as the preferred partner in all matters related to the development of quality assurance at the European level, ENQA pursues constructive cooperation opportunities with other European stakeholders, as well as international quality assurance networks.

2.1 REPRESENTATION OF MEMBERS IN THE BOLOGNA PROCESS

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

Engagement in the BFUG also relates to the working groups which prepare the actual work of the BFUG. Since April 2012, ENQA is represented in the following working groups:

- Reporting on the Implementation of the Bologna Process
- Structural Reforms
- Mobility and Internationalisation

EUROPEAN APPROACH FOR QUALITY ASSURANCE OF JOINT PROGRAMMES

In its 2012 report to the Bucharest Ministerial Conference, ENQA proposed to ministers to develop a specific European accreditation scheme for joint degrees in those countries where joint programmes are subject to compulsory accreditation. Experience has shown that, as ENQA had analysed in a workshop in Vienna in 2011, national specificities for approval of programmes are the most important barriers for HEIs to set up joint degrees. Ministers appreciated this ENQA initiative and mandated the BFUG Structural Working Group and the BFUG Working Group on Mobility to draft a European accreditation approach. The working groups commissioned an ad hoc expert group, which included an ENQA representative, and the group developed a policy proposal for a European approach for quality assurance of joint programmes. The *proposal* was endorsed by the BFUG in October 2014 and is expected to be adopted at the Yerevan Ministerial Conference in May 2015.

REVISION OF THE ECTS USERS' GUIDE

The European Credit Transfer and Accumulation System (ECTS), introduced first in 1989 within the Erasmus programme, initially allowed for the transference of credits earned abroad to students' home institutions, and started to be later used also for the accumulation of credits. The 2009 ECTS Users' Guide, which provided guidelines for implementing ECTS and links to useful supporting documents, has undergone a revision at the request of ministers at the 2012 Bucharest Ministerial Conference. The revised guide, endorsed by the BFUG in November 2014, "calls on institutions to further link study credits with both learning outcomes and student workload and to include the attainment of learning outcomes in assessment procedures". ENQA was represented in the sub-working group responsible for the revision, which is expected to be adopted at the Yerevan Ministerial Conference in May 2015.

ESG REVISION

As in the prior year, in 2014 ENQA - in cooperation with its E4 partners ESU, EUA, EURASHE, and also with Education International, BusinessEurope, and EQAR - continued working on the revision of the *Standards and guidelines for quality assurance in the European Higher Education Area* (ESG). These organisations were mandated by the ministers at the 2012 Bucharest Ministerial Conference to conduct the revision in order 'to improve the ESG regarding their clarity, applicability and usefulness, including their scope'. This project has been high on the agenda for ENQA, as the outcomes of the revision will have a significant impact on agencies' daily work, as well as the reviews for ENQA membership.

The final revised version of the ESG was *endorsed by the BFUG* in October 2014 and will be presented for adoption at the Yerevan Ministerial Conference in May 2015.

THE EUROPEAN QUALITY ASSURANCE REGISTER IN HIGHER EDUCATION (EQAR)

ENQA is, together with the other E4 partners, a founding member of EQAR, and is thereby represented in its Executive Board. According to the agreed annual rotation of the Executive Board, the Director of ENQA assumed the function of President until April 2014.

2.2 INTERNATIONAL AND EUROPEAN COLLABORATION

Cooperation between ENQA, ESU, EUA, EURASHE, BusinessEurope, Education International, and the European Commission has continued throughout the year. The organisations have actively attended each other's events and conferences as speakers, panellists, and participants. The European Quality Assurance Forum (EQAF) in particular, continues to be jointly organised by the E4 Group.

During the year, ENQA was represented at several international events, including the following:¹

- CHEA annual conference, 27-28 January 2014, Washington D.C.
- ESG launch event, 18 March 2014, Brussels
- Tuning in Africa conference, 25-26 March 2014, Brussels
- European Commission conference on QA in Southern Mediterranean, 27-28 March 2014, Brussels
- EQAVET Annual Forum, 27 March 2014, Athens
- ASEAN QA Steering Committee meeting, 1-2 April 2014, Kuala Lumpur
- EQAR General Assembly, 8 April 2014, Athens
- EQAR seminar for QA agencies on cross-border QA activities, 29-30 April 2014, Bayreuth
- European Commission High Level Group on Modernisation of Higher Education, 5 May 2014, Brussels
- INQAAHE Forum 2014, 26-27 May 2014, Tallinn
- European Institute of Technology Stakeholder Forum 2014, 11 June 2014, Dublin

¹) The list excludes attendance of ENQA representatives in the BFUG meetings, BFUG working group meetings, the ESG revision meetings, project and working group meetings, and ENQA's own events.

- European Commission conference for TEMPUS partner countries on quality assurance, 11-13 June 2014, Zagreb
- Annual joint meeting of the ENIC and NARIC centers, 6-8 July 2014, Rome
- Meeting of the ASEAN-QA project, 13-14 July 2014, Singapore
- ASEM Dialogue on QA and Recognition, 25-26 July 2014, Kuala Lumpur
- Consultative Conference on the proposal of a national framework for further and higher education, 24-July 2014, Malta
- Meeting of the Directors General for education, 20 October 2014, Palermo
- EQAR Members' Dialogue and RIQAA project final conference, 21-22 October 2014, Palermo
- Council of Europe conference on quality assurance in Caucasus and Central Asia, 22-23 October 2014, Baku
- 4th Regional Meeting of Ministers of Education on the implementation of the EHEA, 22-23 October 2014, Azerbaijan

III. Development of the Association

3.1 EXTERNAL REVIEWS AND MEMBERSHIP OF ENQA AGENCIES

External reviews of ENQA member agencies have proven to be of critical importance for assuring quality and trustworthiness of European QA 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 2014, ENQA offered two training opportunities (in May and November) for nominated, experienced experts who had not yet participated in an ENQA-coordinated review. Reviewers who attended a training session were added to the ENQA pool of experts so that they may be asked to serve on a future review panel.

By coordinating all reviews for ENQA membership since June 2011 - with the exception of cases where this is not possible due to national restrictions - ENQA aims to guarantee the professionalism and consistency of the external reviews of agencies. In order to strengthen and develop the review process even further, the ENQA Board set up a small sub-group in June 2014 to revise the current review process. Reviews against the revised ESG, to start at the end of 2015, will follow the revised review model. Completed review reports and decisions are available on the [ENQA website](#).

In April 2014, the Board of ENQA adopted a new policy on the pre-screening of the self-evaluation reports by the ENQA Secretariat. For all reviews beginning after May 2014, the Secretariat will pre-scrutinise the self-evaluation reports to check that they meet the requirements as stated in the "ENQA Guidelines for external reviews" and are thus a useful starting point for the work of the external review panel.

Since the revised ESG are expected to be adopted in May 2015 at the Yerevan Ministerial Conference, 2015 will mark a year of transition for ENQA-coordinated reviews. In June 2014, the ENQA Board decided to adopt a policy on transitional arrangements for the ENQA-coordinated agency reviews in 2015-2016 to allow agencies to make necessary changes to their procedures in order to comply with the revised ESG.

IN 2014, THE FOLLOWING AGENCIES HAD THEIR FULL MEMBERSHIP RECONFIRMED AFTER A SUCCESSFUL EXTERNAL REVIEW:

- Agency for Quality Assurance and Accreditation Austria (AQ Austria - Austria)
- Agency for Quality Assurance in the Galician University System (ACSUG - Spain)
- Andalusian Agency of Knowledge, Department of Evaluation and Accreditation (AAC-DEVA - Spain)
- Accreditation Agency for Study Programmes in Health and Social Sciences (AHPGS - Germany)

- Commission des Titres d'Ingénieur (CTI – France)
- Institutional Evaluation Programme (IEP – Switzerland)
- Polish Accreditation Committee (PKA – Poland)
- Quality and Qualifications Ireland (QQI – Ireland)

FULL MEMBERSHIP OF ENQA WAS GRANTED TO THE FOLLOWING AGENCIES AFTER A SUCCESSFUL EXTERNAL REVIEW:

- Agency for Evaluation and Accreditation of Higher Education (A3ES – Portugal)
- Agency for the Evaluation and Promotion of Quality in Ecclesiastical Faculties (AVEPRO – Holy See)
- Agency for the Quality of the Basque University System (Unibasq – Spain)
- Kosovo Accreditation Agency (KAA – Kosovo)
- National Center for Public Accreditation (NCPA – Russia)

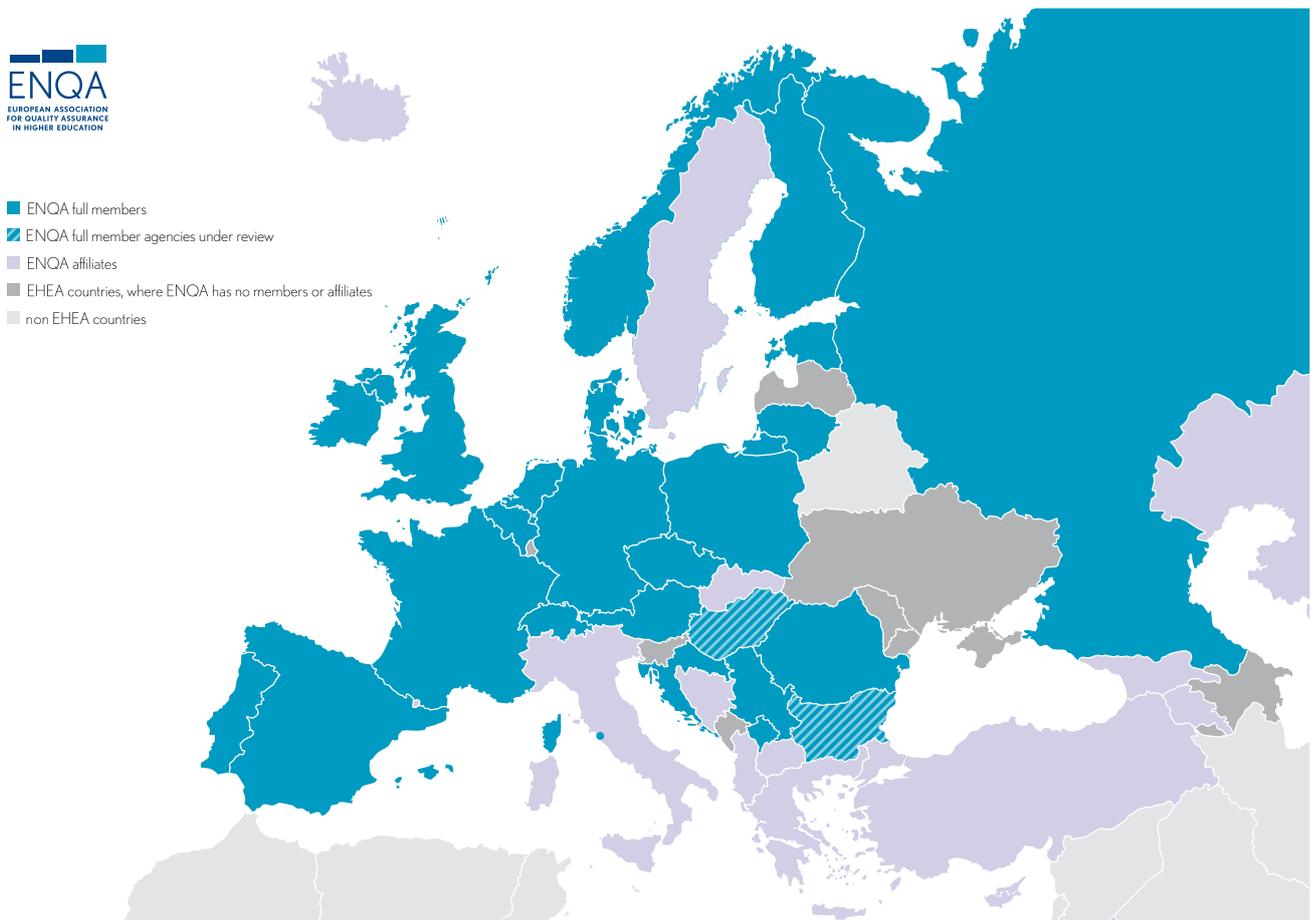
THE FOLLOWING AGENCIES WERE GRANTED STATUS FULL MEMBERS UNDER REVIEW:

- National Evaluation and Accreditation Agency (NEAA – Bulgaria)

At the end of 2014, ENQA had 44 Full members in 25 countries (see Annex 2).

As ENQA Full members, agencies are required to demonstrate substantial compliance with the ESG. Individuals or organisations that have substantiated concerns about an ENQA Full member agency's compliance with the ESG or the external review process upon which membership was determined, may address these to ENQA in line with the [Complaints Policy](#), which was introduced in November 2014 in order to provide guidelines within ENQA for purposes of reviewing complaints in a consistent and effective manner.

The map below shows the location of ENQA members and affiliates across the EHEA.



3.2 ENQA AFFILIATES

Affiliation with ENQA continues to raise much interest in bodies working in the field of quality assurance in higher education. In 2014, the following organisation became an affiliate of ENQA:

- National Commission for Further and Higher Education (NCFHE - Malta)

In addition, UKÄ (Sweden), a former Full member under review, was granted affiliate status from October 2014 onwards.

At the end of 2014, ENQA had 47 affiliates in 27 countries.

IV. Organisation and Finances

4.1 BOARD

The ENQA Board, elected by the General Assembly, consists of at least nine members and is chaired by the President of the Association. Board members may not serve continuously for more than two terms of three years. The Board appointments follow a rotation model, whereby three Board members are under election each year. Following the elections of the 2014 ENQA General Assembly, the Board comprises the following members:

Padraig Walsh <i>President</i>	Quality and Qualifications Ireland (QQI)
Helka Kekäläinen <i>Vice-President</i>	Finnish Education Evaluation Council (FINEEC)
Christoph Grolimund <i>Vice-President</i>	Swiss Agency of Accreditation and Quality Assurance (AAQ)
Teresa Sánchez Chaparro <i>Treasurer</i>	Commission des Titres d'Ingénieur (CTI)
Caty Duykaerts	Agency for Evaluation of Higher Education Quality in the French Community of Belgium (AEQES)
Tove Blytt Holmen	Norwegian Agency for Quality Assurance in Education (NOKUT)
Rafael Llavori	National Agency for Quality Assessment and Accreditation of Spain (ANECA)
Anthony McClaran	Quality Assurance Agency for Higher Education (QAA)
Daisuke Motoki	Foundation for International Business Administration Accreditation (FIBAA)
Christina Rozsnyai	Hungarian Accreditation Committee (HAC), co-opted member

The ENQA Board, staff, and member agencies would like to convey their appreciation to Josep Grifoll, who left his position as Vice-President of ENQA at the end of his second term in October 2014.

4.2 SECRETARIAT

ENQA's daily administration and management are conducted by the Secretariat, located in Brussels, Belgium.

ENQA SECRETARIAT



Maria Kelo
Director



Nathalie Lugano
Project Manager



Paula Ranne
Project Manager



Zeynep Olcen
Project Officer



Anaïs Gourdin
*Project and Finance
Officer*



Lindsey Kerber
*Communications
and Administrative
Assistant*



4.3 ACCOUNTS 2014

Balance sheet

ASSETS		LIABILITIES AND EQUITY	
Fixed Assets	7 735	Own funds	181 797
Office equipment and furniture	3 385		
Guarantees	4 350		
Liquid Assets	770 958	Liabilities	596 895
Receivables up to 1 year	455 937	Payables up to 1 year	224 808
Term Investment	50 000	Accruals and deferred income	372 087
Cash	250 722		
Prepayments and deferred charges	14 299		
TOTAL	778 693	TOTAL	778 693

Profit and Loss Account

INCOME		EXPENDITURE	
Projects	138 630	Travel and subsistence	219 615
Projects seminar	7 050	Office and administration	84 140
Membership and Affiliate fees	311 615	Expert fees	313 179
External Review fees	459 516	Staff	307 829
Other income	11 836	Insurances	21 270
		Other costs	102 181
Operational income	928 647	Operational expenditure	1 048 214
Operational result	-119 567		
Financial income	3 051	Financial costs and taxes	1 622
	31 000	Extraordinary expenditure	20 295
TOTAL RESULT	-107 433		

ANNEX 1.

ENQA events in 2014

ENQA WORKSHOP ON PUBLICATION OF QA RESULTS: PURPOSE, STRUCTURE, AND CONTENT

Hosted by the Swiss Center of Accreditation and Quality Assurance in Higher Education (OAQ), Zurich, Switzerland
16-17 January 2014

4TH ENQA MEMBERS' FORUM

Hosted by the National Centre of Public Accreditation (NCPA), Saint Petersburg, Russia
24-25 April 2014



9TH ENQA TRAINING OF AGENCY REVIEWERS

Swiss Center of Accreditation and Quality Assurance in Higher Education (OAQ), Bern, Switzerland
12-13 May 2014

IMPALA EUROPEAN SEMINAR "IMPACT ANALYSIS OF EXTERNAL QUALITY ASSURANCE IN HIGHER EDUCATION INSTITUTIONS: METHODOLOGY AND ITS RELEVANCE FOR HIGHER EDUCATION POLICY"

Hosted by the Evaluation Agency Baden Wuerttemberg (EVALAG), Mannheim, Germany
19-20 May 2014

ENQA SEMINAR ON "QA AGENCIES' WAYS TO COMPLY WITH THE ESG IN AN INTERNATIONAL PERSPECTIVE"

Hosted by Quality Assurance Unit of the Flemish Higher Education Council (VLUHR-QAU), Brussels, Belgium
2-3 June 2014

TRANSPARENCY OF EUROPEAN HIGHER EDUCATION THROUGH PUBLIC QUALITY ASSURANCE REPORTS (EQAREP) FINAL DISSEMINATION CONFERENCE

Hosted by ENQA, Brussels, Belgium
23 September 2014

5TH ENQA GENERAL ASSEMBLY

Hosted by the Agency for Science and Higher Education (ASHE), Zagreb, Croatia
16-17 October 2014

QACHE EUROPEAN EXPERT FORUM

Hosted by Quality Assurance Agency for Higher Education (QAA), London, United Kingdom

5-6 November 2014

10TH ENQA TRAINING OF AGENCY REVIEWERS

Hosted by the Norwegian Agency for Quality Assurance in Education (NOKUT), Oslo, Norway

6-7 November 2014

SEQUENT MASTERCLASS

Hosted by the Catalan University Quality Assurance Agency (AQU Catalunya), Barcelona, Spain

13 November 2014

9TH EUROPEAN QUALITY ASSURANCE FORUM (EQAF) 2014 - “CHANGING EDUCATION - QA AND THE SHIFT FROM TEACHING TO LEARNING”

Hosted by the University of Barcelona, Barcelona, Spain

13-15 November 2014

QACHE GULF REGIONAL FORUM

Hosted by the Arab Network for Quality Assurance in Higher Education (ANQAHE), Manama, Bahrain

19-20 November 2014



ENQA members and affiliates (as of 31.12.2014)

FULL MEMBERS

Full members of ENQA are European QA agencies or other quality assurance organisations in the field of higher education that have been operating and conducting actual quality assurance activities for at least two years. Full members meet all ENQA membership criteria.

NATIONAL AGENCIES AND ORGANISATIONS

Austria

- AQ Austria – Agency for Quality Assurance and Accreditation Austria, Vienna

Belgium

- AEQES – Agency for Quality Assurance in Higher Education, Brussels
- VLUHR – QAU – Flemish Council of Universities and University Colleges Quality Assurance Unit, Brussels

Croatia

- ASHE – Agency for Science and Higher Education, Zagreb

The Czech Republic

- ACCR – Accreditation Commission Czech Republic, Prague

Denmark

- EVA – Danish Evaluation Institute, Copenhagen
- The Accreditation Institution, Copenhagen

Estonia

- EKKA – Estonian Higher Education Quality Agency, Tallinn

Finland

- FINEEC – Finnish Education Evaluation Council, Helsinki

France

- CTI – Commission des Titres d'Ingénieur, Paris
- HCERES – High Council for the Evaluation of Research and Higher Education, Paris

Germany

- ACQUIN – Accreditation, Certification and Quality Assurance Institute, Bayreuth
- AHPGS – Accreditation Agency for Study Programmes in Health and Social Sciences, Freiburg
- AQAS – Agency for Quality Assurance through Accreditation of Study Programmes, Cologne
- ASIIN e.V. – Accreditation Agency Specialised in Accrediting Degree Programmes in Engineering, Informatics, the Natural Sciences and Mathematics, Düsseldorf
- EVALAG – Evaluation Agency of Baden-Wuerttemberg, Mannheim
- FIBAA – Foundation for International Business Administration Accreditation, Bonn
- GAC – German Accreditation Council, Bonn
- ZEvA – Central Evaluation and Accreditation Agency Hannover, Hannover

Holy See

- AVEPRO – Agency for the Evaluation and Promotion of Quality in Ecclesiastical Faculties, Rome

Ireland

- QQI - Quality and Qualifications Ireland, Dublin

Kosovo

- KAA - Kosovo Accreditation Agency, Pristina

Lithuania

- SKVC - Centre for Quality Assessment in Higher Education, Vilnius

The Netherlands

- NVAO - Accreditation Organisation of the Netherlands and Flanders, The Hague
- QANU - Quality Assurance Netherlands Universities, Utrecht

Norway

- NOKUT - Norwegian Agency for Quality Assurance in Education, Oslo

Poland

- PKA - Polish Accreditation Committee, Warsaw

Portugal

- A3ES - Agency for Evaluation and Accreditation of Higher Education, Lisbon

Romania

- ARACIS - Agency for Quality Assurance in Higher Education, Bucharest

Russia

- NAA - National Accreditation Agency of the Russian Federation, Moscow
- NCPA - National Centre of Public Accreditation, Yoshkar-Ola

Serbia

- CAQA - Commission for Accreditation and Quality Assurance, Belgrade

Spain

- AAC-DEVA - Andalusian Agency of Knowledge, Department of Evaluation and Accreditation, Sevilla
- ACSUCYL - Quality Assurance Agency for the University System in Castilla y León, Valladolid
- ACSUG - Agency for Quality Assurance in the Galician University System, Santiago de Compostela
- ANECA - National Agency for Quality Assessment and Accreditation of Spain, Madrid
- AQU Catalunya - Catalan University Quality Assurance Agency, Barcelona
- Unibasq - Agency for the Quality of the Basque University System, Vitoria-Gasteiz

Switzerland

- AAQ - Swiss Agency of Accreditation and Quality Assurance, Bern

UK

- QAA - Quality Assurance Agency for Higher Education, Gloucester

FULL MEMBERS UNDER REVIEW**Bulgaria**

- NEAA - National Evaluation and Accreditation Agency, Sofia

Hungary

- HAC - Hungarian Accreditation Committee, Budapest

EUROPEAN AGENCIES AND ORGANISATIONS

- EUA - Institutional Evaluation Programme
- ECCE - European Council on Chiropractic Education

Affiliates are bodies that do not wish to or, for whatever reason, are unable to apply to become members of ENQA. Affiliates are bona fide organisations or agencies with a demonstrable interest in the quality assurance of higher education.

AFFILIATES – REGIONAL

- CEENQA – Central and Eastern European Network of Quality Assurance Agencies in Higher Education, Budapest

AFFILIATES - NATIONAL

Albania

- PAAHE – Public Accreditation Agency for Higher Education, Tirana

Andorra

- AQUA – Quality Assurance Agency for Higher Education in Andorra, Sant Julià de Lòria

Armenia

- ANQA – National Centre for Professional Education Quality Assurance Foundation, Yerevan

Bosnia and Herzegovina

- HEA – Agency for Development of Higher Education and Quality Assurance, Banja Luka

Cyprus

- CEEA – Council of Educational Evaluation-Accreditation, Nicosia
- YÖDAK – The Higher Education Planning, Evaluation, Accreditation and Coordination Council, Nicosia

France

- CIEP – Centre International d'Etudes Pédagogiques, Sèvres

Georgia

- NCEQE – National Center for Educational Quality Enhancement, Tbilisi

Germany

- HRK – German Rectors' Conference, Bonn

Greece

- HQAA – Hellenic Quality Assurance Agency for Higher Education, Athens

Iceland

- Office of Evaluation and Analysis of the Icelandic Ministry of Education, Science and Culture, Reykjavik

Ireland

- HEA – Higher Education Authority, Dublin

Israel

- CHE – Council for Higher Education, Jerusalem

Italy

- ANVUR – National Agency for the Evaluation of Universities and Research Institutes, Rome
- ASFOR – Italian Association for Management Development, Milan
- QUACING – Agency for Quality Assurance and Accreditation of EUR-ACE Courses of Study in Engineering, Rome

Kazakhstan

- IAAR – Independent Agency for Accreditation and Rating, Astana
- IQAA – Independent Kazakhstan Quality Assurance Agency in Education, Astana

Former Yugoslavian Republic of Macedonia

- HEAEB – Higher Education Accreditation and Evaluation Board, Skopje

Malta

- NCFHE – National Commission for Further and Higher Education, Pembroke

The Netherlands

- Hobéon, The Hague
- Inspectorate of Higher Education in the Netherlands, Utrecht

Romania

- AIEQA – Autonomic Institute for Educational Quality Assurance, Arad

Russia

- AKKORK – Agency for Higher Education Quality Assurance and Career Development, Moscow

The Slovak Republic

- ACSR – Accreditation Commission of the Slovak Republic, Bratislava

Spain

- ACCUEE – The Canarian Agency for Quality Assessment and Accreditation, Santa Cruz de Tenerife, Canary Islands
- ACPUA – Aragon Agency for Quality Assessment and Accreditation, Zaragoza
- AQUIB – Agency for the Quality of the University in the Balearic Islands, Palma de Mallorca, Balearic Islands

Sweden

- UKÄ – The Swedish Higher Education Authority, Stockholm

Turkey

- CoHE – Council of Higher Education, Ankara

United Kingdom

- ASIC – Accreditation Service for International Colleges, Stockton-on-tees
- BAC – British Accreditation Council, London

AFFILIATES - EUROPEAN

- EAEVE – European Association of Establishments for Veterinary Education
- EMTRAIN – European Medicines Research Training Network
- AEC – European Association of Conservatoires
- ECBE – European Council for Business Education
- EFMD – European Foundation for Management Development
- IFLA Europe – International Federation of Landscape Architects
- EAALS – European Accreditation Agency for the Life Sciences
- EEAA – European Evangelical Accrediting Association
- ECA – European Consortium for Accreditation
- ELIA – The European League of Institutes of the Arts

AFFILIATES – NON-EUROPEAN

- AACSB International – The Association to Advance Collegiate Schools of Business
- ACBSP – Accreditation Council for Business Schools and Programs
- CEAACES – Board of Evaluation, Accreditation, and Quality Assurance in Higher Education of the Republic of Ecuador
- HEAC – Higher Education Accreditation Commission, Jordan

ABOUT ENQA

The European Network for Quality Assurance in Higher Education was established in 2000 to promote European cooperation in the field of quality assurance. In November 2004 the General Assembly transformed the Network into the European Association for Quality Assurance in Higher Education (ENQA).

The mission of ENQA is to contribute significantly to the maintenance and enhancement of the quality of European higher education at a high level, and to act as a major driving force for the development of quality assurance across all the Bologna signatory countries.

ENQA's purposes are essentially threefold:

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

ENQA Secretariat

Avenue de Tervuren 36-38, bte 4

1040 Brussels, Belgium

Tel: +32 2 735 56 59

Fax: +32 2 736 98 50

E-mail: secretariat@enqa.eu

Website: www.enqa.eu