

2015

ANNUAL
REPORT

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Message from the President



This year ENQA celebrated its 15th anniversary, and the happy occasion brought many opportunities for earnest reflection and thoughtful planning.

In 2015 ENQA continued its collaboration with European agencies and organisations, this year contributing to EU-supported initiatives which aim to improve the quality of e-learning, assess the impact of quality assurance measures, and strongly promote the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015). ENQA's goal to be considered as a reference point for European quality assurance in the international context is being realised by the growing number of its non-European project partners, such as those involved with QACHE, SHARE, and the projects in Jordan.

Internally, ENQA's members and affiliates have found opportunities for collaboration by participating in working groups, exploring the dynamics between quality assurance and impact, staff development, excellence, recognition, and internationalisation.

The association is grateful for the work invested by the teams of people responsible for several administrative developments, including the revised Statutes and newly added Rules of Procedure, the ENQA Agency Reviews process and the associated Guidelines, and the 2016-2020 Strategic Plan – all of which have now been incorporated to improve ENQA's functionality, purpose, and contributions to the field. We would also like to thank those individuals who dedicated so much effort towards those policy measures (i.e. the ESG 2015, the European Approach for Quality Assurance of Joint Programmes, and the revised ECTS Users' Guide) which were included in the Yerevan Communiqué, adopted by the ministers responsible for higher education in the European Higher Education Area in May 2015.

ENQA grew this year, welcoming five new members and three new affiliates. I am sure that the addition of these newcomers will prove to be mutually beneficial for the agencies as well as the association.

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

Padraig Walsh
President of ENQA

I. Developing quality assurance further

As accountability remains an ever-present theme within the quality assurance community, quality assurance (QA) agencies are confronted by the need to prove their effectiveness, impact, and relevance amid a context that is – largely due to internationalisation and the resulting changing priorities – evolving every day. ENQA, as the association for European QA agencies, plays an important role in supporting its members and affiliates as they work to combat these challenges by taking up discussions at the European level and providing agencies with a peer platform for exchanging knowledge, sharing good practices, and working together.

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 serves to develop or improve one of the many facets of quality assurance in higher education. In 2015, ENQA was involved in projects which focused on the quality of cross-border higher education provision, the improvement of quality assurance procedures in Jordan and the ASEAN region, and the calculated and widespread dissemination of the Standards and guidelines for quality assurance in the European Higher Education Area (ESG 2015).

ENQA as project coordinator

“QUALITY ASSURANCE OF CROSS-BORDER HIGHER EDUCATION” (QACHE), 2013-2016

The ENQA-led, Erasmus Mundus-supported QACHE (“Quality assurance of cross-border higher education”) project looks closely into different ways in which European QA agencies and higher education institutions address the quality assurance of programmes delivered outside their countries. The project aims to enhance policy dialogue within European countries and between Europe and other world regions, thus improving the mutual understanding of different approaches to cross-border higher education, its quality assurance, and to develop the field further.

The QACHE project consortium includes 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).

The main project activities during 2015 included the organisation of the Asia-Pacific Regional Seminar; the drafting of the main project outcome, the Toolkit; and the organisation of the final dissemination conference



ENQA as project partner

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

From the end of 2012 (and until the end of 2015) ENQA was involved in an EU-funded Tempus project called “Enhancing Quality Assurance Management in Jordanian Universities” (EQuAM). The EQuAM project aimed to develop a model of principles, guidelines, and procedures to improve and assess the quality of the Jordanian higher education system. The model was based on analyses of needs and capacities in Jordanian higher education institutions as well as experiences and best practices from Europe.

ENQA was involved in providing advice and support in aligning the Jordanian system to the ESG and participated in three pilot review processes in Jordanian higher education institutions. ANECA and AQU Catalunya were, 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).

In 2015, the SEQUENT project continued its dissemination activities with a series of webinars, a consultation series, and by presenting at various events including the 2015 EQAF and the ENQA workshop on QA and e-learning seminar.



"ENHANCING QUALITY OF TECHNOLOGY-ENHANCED LEARNING AT JORDANIAN UNIVERSITIES" (EQTEL), 2013-2016

ENQA is, as with AQU Catalunya and HEAC, among the partners involved with the Tempus project "Enhancing Quality of Technology-Enhanced Learning at Jordanian Universities" (EQTeL), which aims to improve the quality and relevance of technology-enhanced learning at Jordanian higher education institutions by improving, developing, and implementing accreditation standards, guidelines, and procedures in order to decrease the level of unemployment of young people and to enable the country's easier inclusion into European Higher Education Area (EHEA).

ENQA's main contribution to this project during the course of 2015 was the elaboration of a quality monitoring plan for the project; the production of a desk-based overview study on quality assurance of e-learning in Europe; and the coordination of a study visit for the Jordanian project partners in Brussels.

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

Coordinated by Evalag, this three-year project is carried out by 11 partners, including AQU Catalunya, FINEEC, ARACIS, and ENQA. IMPALA aims to improve QA agencies' and higher education institutions' knowledge about internal quality assurance procedures and their applicability and usefulness. In 2015, the project completed several baseline studies and analyses in partnering countries.

"SUPPORT TO HIGHER EDUCATION IN ASEAN REGION" (SHARE), 2015-2018

At the beginning of 2015, the British Council - with Campus France, DAAD, EUA, EP-NUFFIC, and ENQA - began a large-scale joint project to support the harmonisation of the ASEAN higher education area through the formulation of ASEAN higher education frameworks, taking into account the EU experience and work already underway across the ASEAN area through international partnerships and to support mutual recognition and student mobility among higher education institutions in the ASEAN area. The project aims to achieve the mutual



recognition of accreditation and to promote the mobility of students within the region.

DAAD, ENQA, and EUA bring their expertise together to coordinate the project activities related to the ASEAN Qualifications Reference Framework and ASEAN regional quality assurance.

"ENHANCING QUALITY THROUGH INNOVATIVE POLICY AND PRACTICE" (EQUIP), 2015-2018

The Erasmus+ project "Enhancing Quality through Innovative Policy and Practice" (EQUIP), which aims to support and promote a consistent, efficient, and innovative embedding of the ESG 2015 at a grass-roots level, began at the end of 2015. Before the conclusion of the year, the project consortium completed the first project activity: the publishing and widespread distribution of printed copies of the ESG 2015, a document which is fundamental to ensuring the quality of Europe's higher education provision.

PEER LEARNING ACTIVITY ON THE QA OF JOINT PROGRAMMES

ENQA was involved as a partner in a Bologna reform implementation project coordinated by the Spanish Ministry of Education to organise a peer learning activity (PLA) on the quality assurance of joint programmes for selected EHEA national authorities and QA agencies. The purpose of the PLA, which took place in Spain in November 2015, was to provide information on the current state of affairs concerning the provision and quality assurance of joint programmes across Europe; to present the European Approach for QA of joint programmes; to identify existing and expected challenges for joint programmes' quality assurance; and to facilitate exchange of good practice in this area.

1.2 WORKING GROUPS

ENQA's working groups provide a forum for exchange and development of quality assurance practices. They are also a fertile ground for the development of future projects and provide input for a number of ENQA events.

The following working groups operated in 2015:

- WG 1 - Impact of quality assurance
- WG 3 - Staff development in QA agencies
- WG 5 - Excellence and quality assurance
- WG 7 - Quality assurance and recognition

This section also describes the ENQA-IQA working group and the fourth ENQA Quality Procedures Project.

WG1 - IMPACT OF QUALITY ASSURANCE

In Spring 2012 ENQA launched, at the request of some of its member agencies, a working group on the impact of quality assurance. Aware of the complexity of the topic, the group decided to work on four specific goals: understanding impact and the relevance of demonstrating impact through the mission statements of QA agencies; identifying and comparing the mechanisms implemented by QA agencies in order to measure the impact of their actions; analysing current changes and adaptations of external quality assurance methodologies and the relationship of these changes to their expected impact; and initiating a reflection on the current and potential areas of impact for quality assurance mechanisms. In 2015, the group's work centred on the drafting and consultation of their findings in relation to the aforesaid goals, with the final report expected in 2016.

WG3 - STAFF DEVELOPMENT

The Staff Development working group was formed in 2012 at the request of the ENQA Board to identify common values and characteristics of professionalism in quality assurance; to build a mentoring scheme for heads of QA agencies; to analyse the key competencies of quality assurance (reviews) staff; and to collect good practices in the effective induction of new staff. In 2015, the group's work continued with the mentoring scheme and the preparation of the competencies framework and related seminar (to be held in early 2016).



WG5 - EXCELLENCE AND QUALITY ASSURANCE

In 2014, the Excellence working group published a report in which they analysed the existing review literature on the concept of excellence in higher education and identified different approaches to and criteria for excellence in relation to quality assurance. As a follow-up activity, in 2015 the working group organised a high-level policy seminar in order to disseminate the group’s findings and to discuss them with a range of policy makers and stakeholders.

WG7 - QUALITY ASSURANCE AND RECOGNITION

In line with ENQA’s 2016-2020 strategic plan, which envisions “a European Higher Education Area where students have access to high quality education and can achieve qualifications that are respected world-wide”, ENQA established a working group on quality assurance and recognition in 2015 in order to map current practices on external quality assurance of academic recognition among ENQA agencies, identify current best practices, and develop strategies to disseminate the group’s research.

ENQA-IQA GROUP

Commencing in Autumn 2015, the ENQA-IQA working group continues the work of the recently completed KP3 working group. As ENQA already put in place a number of internal quality assurance mechanisms to ensure the consistency and integrity of the outcomes of the agency reviews process (such as reviewers training sessions, briefings by the Secretariat, and the review report scrutiny procedure), given the importance of this activity, the ENQA Board mandated the ENQA-IQA working group with the task of further reinforcing the internal quality assurance dimension of the reviews so as to ensure consistency in the Board’s decision-making process with regards to ENQA membership and approving the review reports. The main activities of the group include analysing the outcomes of each ENQA Agency Review (with particular attention given to the self-assessment and final review reports) and providing support to ENQA in the development of tools and other materials to further improve the overall reviews process.

THE 4TH ENQA QUALITY PROCEDURES PROJECT

In 2014, ENQA launched the fourth edition of its “Quality Procedures Project” which aimed to document and analyse the current methodological state-of-the-art and strategies in terms of internationalisation of quality assurance in the EHEA and in terms of quality assurance as a contributor to the internationalisation of higher education. In 2015, the working group finalised and published its report and presented its findings at the ENQA networking event.

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 a networking event for Brussels-area colleagues working in the field of higher education, a reviewers’ seminar to help support the new ENQA Agency Reviews, and the ENQA workshop on QA and e-learning seminar. Furthermore, ENQA - in cooperation with its E4 partners (EUA, EURASHE, and ESU) - participated in the preparation of the annual European Quality Assurance Forum (EQAF).

The 2015 Members’ Forum informed participants about the ENQA Agency Reviews model, the study performed by the Stakeholder Involvement working group, and the internationalisation of quality assurance in Europe, according to the findings of the fourth Quality Procedures Project. The 2015 General Assembly celebrated ENQA’s fifteenth anniversary while providing participants with opportunities to learn about the QACHE Toolkit and quality assurance trends in the United States and to discuss using the ESG 2015 as ENQA membership criteria. Members



present at these events voted to approve, among other items, the 2016-2020 ENQA Strategic Plan and the revised ENQA Statutes and Rules of Procedure.

A full list of ENQA's events in 2015 is provided in Annex I.

1.4 PUBLICATIONS

All ENQA publications and reports are available on the ENQA website and are a valuable source of information on current issues in quality assurance.



Analysis of the European Standards and Guidelines (ESG) in external review reports: system-wide analysis, resources, and independence by Núria Comet Señal, Sandra Marcos Ortega, Ole Espen Rakkestad, Maiki Udam, and Els Van Zele

This report presents the findings of the ENQA Knowledge on Part 3 of the ESG (KP3) working group's analysis of three ESG standards: "System-wide analysis" (ESG 2.8), "Resources" (ESG 3.4), and "Independence" (ESG 3.6) and their existence and treatment in 23 self-evaluation and external review reports of QA agencies which underwent an ENQA-coordinated review between 2010 and 2013. Furthermore, the report presents the outcomes of the workshop on "QA agencies' ways to comply with the ESG in an international perspective" which took place on 2-3 June 2014 in Brussels, Belgium.



Quality Procedures in the European Higher Education Area and beyond - Internationalisation of agencies: 4th ENQA Survey by Josep Grifoll, Achim Hopbach, Anthony McClaran, Paula Ranne, Teresa Sánchez Chaparro, and Aurelija Valeikienė

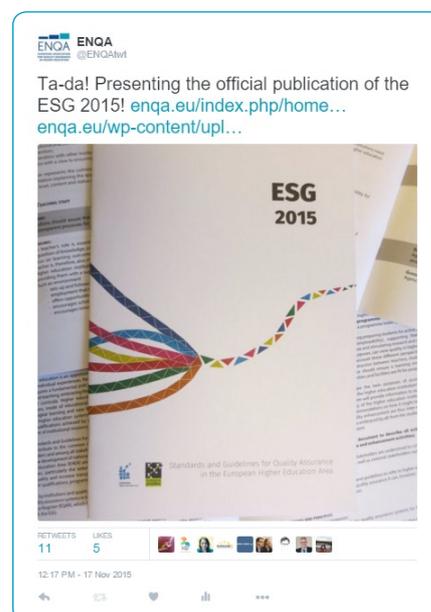
The findings of the "Quality Procedures Project", published in October 2015, present a collection of current features and practice in external quality assurance which relate to internationalisation, thereby reflecting the priorities formulated by ENQA and the ministers of higher education (in the Yerevan Communiqué). The report identifies international activities that are supported by governments and maps the areas of potential risk, as well as benefits, in the internationalisation of external quality assurance. The report poses a question as to whether an international market of quality assurance services is emerging, and if so, how it should be developed.



Standards and guidelines for quality assurance in the European Higher Education Area (ESG 2015)

The revised Standards and guidelines for quality assurance in the European Higher Education Area (ESG 2015), adopted by the ministers responsible for higher education in Yerevan in May 2015, were published and distributed at the end of 2015 as the first main output of the EQUIP project.

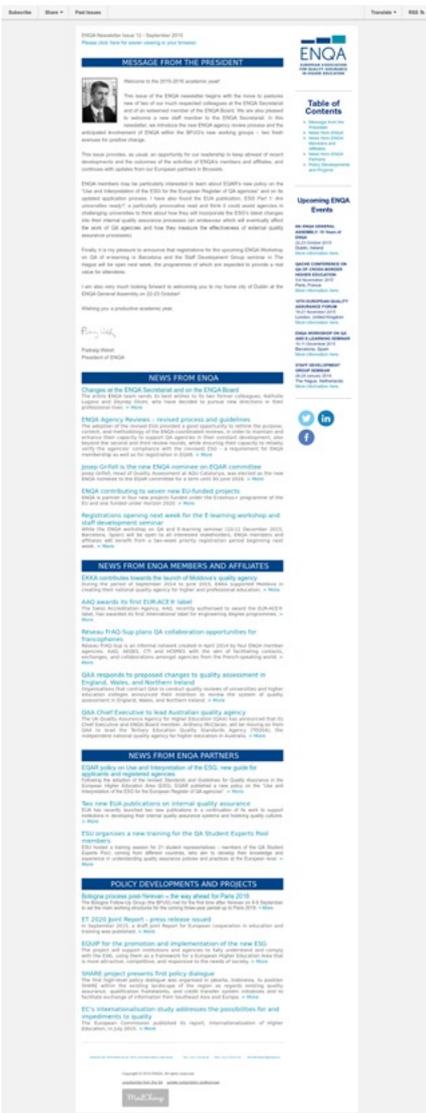
The ESG 2015, prepared by the E4 Group (ENQA, ESU, EUA, EURASHE) in cooperation with Education International, Business Europe, and EQAR, take into account developments in higher education since the adoption of the ESG 2005, such as the shift to student-centred learning, the need for flexible learning paths, and the recognition of competencies gained outside formal education, and - more specifically - those developments which pertain especially to quality assurance, such as the increased internationalisation of higher education, the spread of digital learning, and new forms of delivery.





Cooperation in Cross-Border Higher Education: A Toolkit for Quality Assurance Agencies

The main output of the QACHE project, the Toolkit for Quality Assurance Agencies, was published and presented at the project's final conference. The Toolkit provides practical advice to QA agencies (and their networks) on how they can cooperate more effectively, thereby improving reciprocal trust between those quality assuring cross-border higher education provision. Sharing information, knowledge, relevant data, and good practice - while respecting the diversity and autonomy of national systems and their QA agencies - will enable the enhanced effectiveness and efficiency of CBHE oversight.



ENQA Newsletter

ENQA published four newsletters in 2015, reaching approximately 250 subscribers and providing 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

In 2015, ENQA continued to increase its web presence, finishing the year with 255 likes on [Facebook](#), 430 followers on [LinkedIn](#), and 750 followers on [Twitter](#).



II. Outreach

Over the last 15 years, ENQA has worked assiduously to earn its reputation as the leading reference point for quality assurance within the European higher education context. While maintaining its close relationships with European stakeholders and policymakers, it has enthusiastically embraced some recent opportunities to learn from and to actively contribute to developments taking place outside Europe.

2.1 REPRESENTATION OF MEMBERS IN THE BOLOGNA PROCESS

On 14-15 May 2015, education ministers met in Yerevan, Armenia, to acknowledge the progress made so far and to commit to goals for the future with regard to the continued reform and voluntary convergence of higher education systems in the EHEA.



ENQA contributed to the ministerial conference with ENQA's *Report to the ministers responsible for higher education in the EHEA*, highlighting the need for EHEA member governments to: remain vigilant of the potential effects of the development of an unregulated cross-border quality assurance services market; remove any remaining restrictions which may exist at the national level that prohibit the publication of full review reports by expert panels; and create and safeguard the necessary conditions that enable QA agencies to work with proper levels of independence and autonomy.

The ministers adopted the Yerevan Communiqué, which includes the following three policy measures: the revised *Standards and Guidelines for Quality Assurance in the European Higher Education Area* (ESG 2015), the European Approach for Quality Assurance of Joint Programmes, and the revised ECTS Users' Guide (as an official EHEA document).

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 on its Executive Board. According to the agreed annual rotation of the Executive Board, the Director of ENQA assumed the function of President beginning in April 2015.

2.2 INTERNATIONAL AND EUROPEAN COLLABORATION



Cooperation between European organisations and other regional/international networks has continued throughout the year. ENQA appreciates its network of partners and relies on their kind support to help promote enhancement in the field of quality assurance in higher education. During the year, ENQA was represented as speakers, panellists, and participants at several European and international events, including the following:

- Presentation to the Catalan Parliament on the new AQU Catalunya law, 16 January 2015, Barcelona
- CHEA 2015 Annual Conference, 26-28 January 2015, Washington, DC
- Peer-learning activity on New Approaches to Quality Assurance in the ASEM Countries, 19-20 February 2015, Brussels
- ASEAN QA Project: Train IQA Workshop I on Designing Effective QA Systems, 23-27 February 2015, Kuala Lumpur
- Transnational Education: "Opportunities and Challenges" seminar, 24-25 February 2015, Brussels
- ULISES Project Conference, 16-19 March 2015, La Rioja, Argentina
- EQAR General Assembly, 23 March 2015, Riga

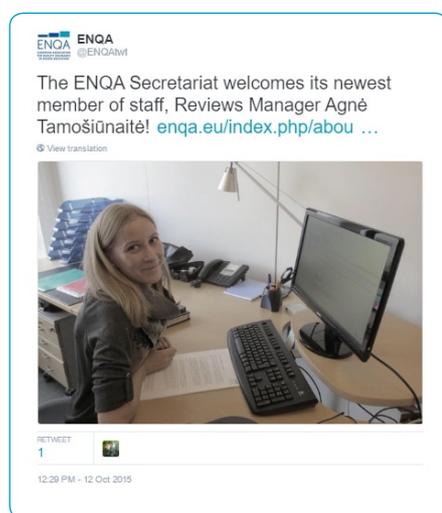
- PKA's Quality Forum: Modern challenges for Quality Assurance in Higher Education, 26-27 March 2015, Gdynia
- INQAAHE 2015 Conference, 30 March - 3 April 2015, Chicago
- Seminar for LLP National Agencies in charge of management of Bologna experts' projects and of counselling for ECTS/DS Labels selection, 15 April 2015, Madrid
- EDUSER expert meeting on innovative pedagogies, 22 April 2015, Brussels
- EADTU-EU Special Summit, 23 April 2015, Brussels
- EHEA/Bologna Process Ministerial Conference, 14-15 May 2015, Yerevan
- 7th Annual International Symposium on University Rankings and Quality Assurance, 20 May 2015, Brussels
- IQA Workshop: Quality in Higher Education, 28-29 May 2015, North Cyprus
- EU-Southern Mediterranean Seminar on credit recognition and portability of qualifications, 1-2 June 2015, Brussels
- 22nd Annual meeting of ENIC-NARIC networks, 7-9 June 2015, Bregenz
- ACPUA-Unibasq meeting "After Armenia: The new ESG - Challenges for agencies and universities", 18-19 June 2015, Huesca
- EUREQA project final event, 3 September 2015, Brussels
- 7th international conference on QA in higher education in Africa, 21-25 September 2015, Abuja, Nigeria
- 30th European Students' Convention, 28-30 September 2015, Brussels
- Peer-learning activity on QA of joint programmes, 9-10 November 2015, Salamanca
- UIA Associations Round Table Europe, 13 November 2015, Brussels
- EQAR Members Dialogue, 26-27 November 2015, Sofia
- ESU Board Meeting 69, 1-3 December 2015, Cluj-Napoca

III. Development of the Association

ENQA is representative of the diversity of QA agencies throughout Europe and beyond – whether they operate regionally, nationally or across Europe, whether they are comprehensive or discipline specific, whether they operate at the institutional or programme level, or whether they practice accreditation, audit, or evaluation activities. ENQA proudly supports the individual development of its member and affiliate agencies and is honoured by the consistent yearly growth of its membership and the lengthy reach of its affiliates worldwide.

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 membership in ENQA, but a review report produced for ENQA membership purposes can also be taken as the basis for decision for inclusion in EQAR.



The beginning of 2015 saw the last of the external reviews conducted according to the ESG 2005. When the external reviews resumed at the end of 2015 – after agencies had had sufficient time to adapt their procedures to ensure compliance with the ESG 2015 – they were carried out according to the revised review model, which was presented and discussed during the 2015 Members’ Forum, further elaborated in the revised Guidelines for ENQA Agency Reviews, and then fine-tuned at the Reviewers’ Seminar in October 2015. To support enhancement and diversity, the ENQA Agency Reviews model offers a more flexible approach, taking into account the construction, tasks, and present situation of the agency under review, in order to produce more tangible results and recommendations. The new reviews procedure is supported by Agnė Tamošiūnaitė, who joined the ENQA Secretariat as Reviews Manager in October 2015.

The categories for ENQA membership (ie. “Full member” and “Associate member”) were abolished following the adoption of the revised Statutes and Rules of Procedure at the October 2015 General Assembly. Henceforth, members of ENQA are simply referred to as “Members”, or – in case of members who have not yet been able to demonstrate substantial compliance with the ESG following an external review – “Members under review”.

IN 2015, THE FOLLOWING AGENCIES HAD THEIR MEMBERSHIP RECONFIRMED AFTER A SUCCESSFUL EXTERNAL REVIEW:

- Hungarian Accreditation Committee (HAC – Hungary)
- National Evaluation and Accreditation Agency (NEAA – Bulgaria)
- Quality Assurance Agency for the University System in Castilla y León (ACSUCYL – Spain)

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

- Agency for Quality Assurance in Higher Education and Career Development (AKKORK – Russia)
- British Accreditation Council (BAC – United Kingdom)
- Fundación para el Conocimiento Madri+d (FCM – Spain)
- Hellenic Quality Assurance Agency (HQA – Greece)
- Slovenian Quality Assurance Agency (SQAA – Slovenia)

THE FOLLOWING AGENCY WAS GRANTED STATUS MEMBER UNDER REVIEW:

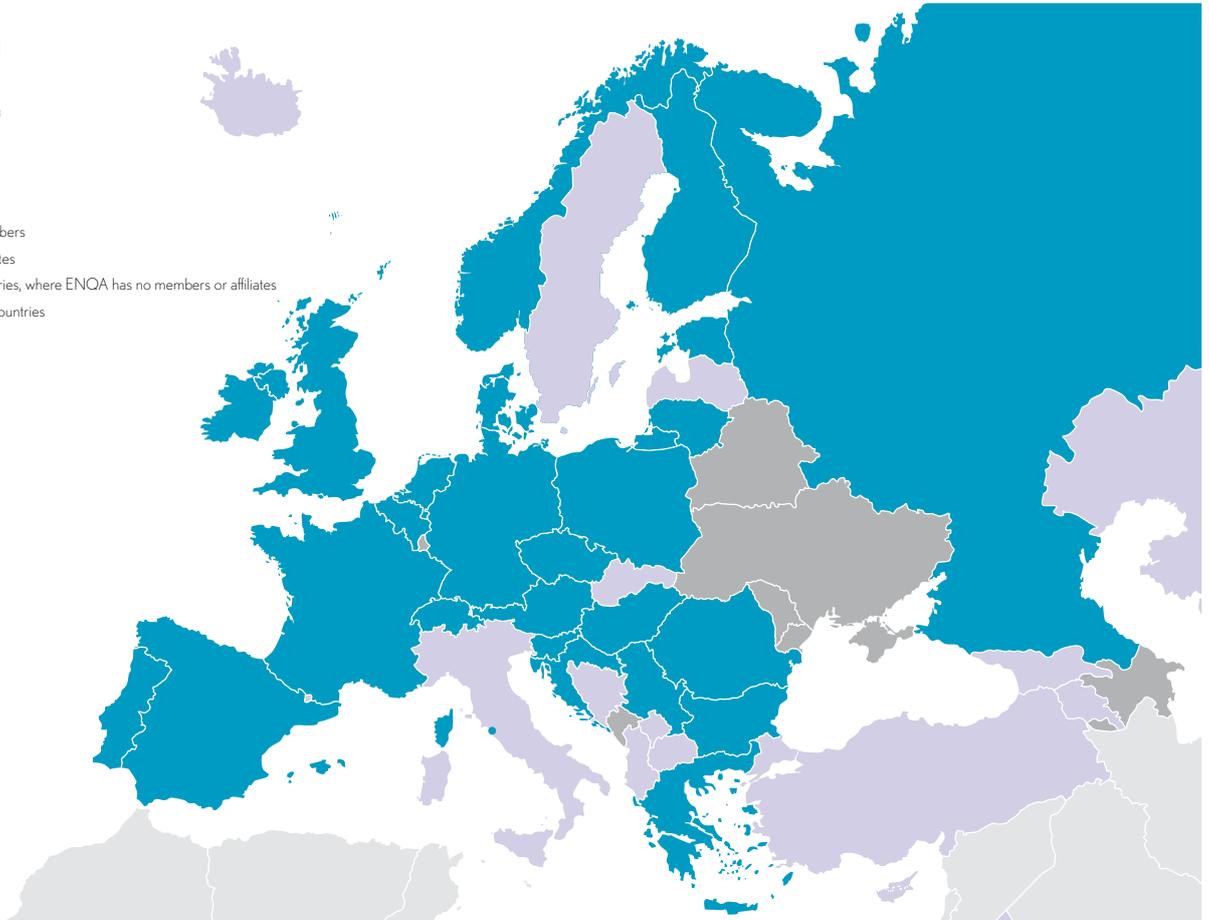
- National Accreditation Agency of the Russian Federation (NAA – Russia)

At the end of 2015, ENQA had 48 members in 27 countries (see Annex 2).

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



- ENQA members
- ENQA affiliates
- EHEA countries, where ENQA has no members or affiliates
- non EHEA countries



3.2 ENQA AFFILIATES

In addition to its members, ENQA's work is supported by its affiliates, which account for another 47 bodies with interest in quality assurance operating within Europe, East Asia, the Middle East, and the Americas. In 2015, the following organisations became affiliates of ENQA:

- Academic Information Centre (AIC), Latvia
- Danish Evaluation Institute (EVA), Denmark
- Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ), Hong Kong

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 serve only two full terms.

The Board appointments follow a rotation model, whereby three Board members are elected each year. Following the elections of the 2015 ENQA General Assembly, the Board comprised the following members:



Padraig Walsh <i>President</i>	Quality and Qualifications Ireland (QQI)
Caty Duykaerts <i>Vice-President</i>	Agency for Evaluation of Higher Education Quality in the French Community of Belgium (AEQES)
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)
Anne Flierman	Accreditation Organisation of the Netherlands and Flanders (NVAO)
Tove Blytt Holmen	Norwegian Agency for Quality Assurance in Education (NOKUT)
Daisuke Motoki	Foundation for International Business Administration Accreditation (FIBAA)
Christina Rozsnyai	Hungarian Accreditation Committee (HAC)
Salvador Rus Ruffino	Quality Assurance Agency for the University System in Castilla y León (ACSUCYL)

The ENQA Board, staff, and member agencies would like to convey their appreciation to Helka Kekäläinen (FINEEC, Finland) and Rafael Llavori (ANECA, Spain), who left their positions on the ENQA Board at the end of their second term in October 2015 and to Anthony McClaran, who resigned his position at QAA (United Kingdom) and thereby his position as Board member of ENQA.

 **ENQA**
@ENQAatwt

Our most grateful thanks to our outgoing Board members, FINEEC's Helka Kekäläinen and @ANECAinfo's Rafael Llavori!



RETWEETS 2 LIKE 1

11:34 AM - 23 Oct 2015

 **Anthony McClaran**
@AnthonyMcClaran Following

Great honour to have served on @ENQAatwt Board. Looking forward to continuing commitment to international quality assurance together

RETWEET 1 LIKE 1

11:57 AM - 16 Sep 2015

4.2 SECRETARIAT

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

ENQA SECRETARIAT



Maria Kelo
Director



Paula Ranne
Deputy Director



Agnė Tamošiūnaitė
Reviews Manager



Anaïs Gourdin
*Project and Finance
Officer*



Lindsey Kerber
*Communications and
Administrative Assistant*

4.3 ACCOUNTS 2015

Balance sheet

ASSETS		LIABILITIES AND EQUITY	
Fixed Assets	5340	Own funds	172 738
Office equipment and furniture	990		
Guarantees	4 350		
Liquid Assets	812 722	Liabilities	645 324
Receivables up to 1 year	425 552	Payables up to 1 year	174 404
Term Investment	50 000	Accruals and deferred income	470 920
Cash	314 244		
Prepayments and deferred charges	22 926		
TOTAL	818 062	TOTAL	818 062

Profit and Loss Account

INCOME		EXPENDITURE	
Projects	276 658	Travel and subsistence	130 899
Projects seminar	23 720	Office and administration	76 628
Membership and Affiliate fees	328 609	Expert fees	38 373
External Review fees	67 870	Staff	349 469
Other income	20 301	Insurances	22 722
		Other costs	108 196
Operational income	717 158	Operational expenditure	726 287
Operational result	-9 129		
Financial income	818	Financial costs and taxes	748
Extraordinary income	0	Extraordinary expenditure	0
TOTAL RESULT	-9 059		

ANNEX 1.

ENQA events in 2015

QACHE ASIA-PACIFIC REGIONAL FORUM

Macao, China, 22-23 January (hosted by APQN member, Gabinete de Apoio ao Ensino Superior [GAES])

5TH ENQA MEMBERS' FORUM

16-17 April, Córdoba, Spain (hosted by the Andalusian Agency of Knowledge, Department of Evaluation and Accreditation [AAC-DEVA])

15 YEARS OF QUALITY ASSURANCE IN EUROPE: ENQA NETWORKING EVENT

15 June, Brussels, Belgium

"ENHANCING QUALITY OF TECHNOLOGY-ENHANCED LEARNING AT JORDANIAN UNIVERSITIES" (EQTEL) STUDY TOUR

7-8 September, Brussels, Belgium

ENQA REVIEWERS' SEMINAR

15-16 October, Vienna, Austria (hosted by AQ Austria)

6TH ENQA GENERAL ASSEMBLY: 15 YEARS OF ENQA

22-23 October, Dublin, Ireland (hosted by Quality and Qualifications Ireland [QQI])

CONFERENCE ON CROSS-BORDER HIGHER EDUCATION (QACHE FINAL CONFERENCE)

5-6 November, Paris, France (hosted by the High Council for the Evaluation of Research and Higher Education [HCERES])

10TH EUROPEAN QUALITY ASSURANCE FORUM (EQAF)

19-21 November, London, United Kingdom (hosted by the Quality Assurance Agency for Higher Education [QAA] and the UCL Institute of Education)

ENQA WORKSHOP ON QA AND E-LEARNING SEMINAR

10-11 December, Barcelona, Spain (in cooperation with AQU Catalunya, hosted by the Open University of Catalunya)



ENQA members and affiliates (as of 31.12.2015)

MEMBERS

Membership in ENQA is composed of European QA agencies or other quality assurance organisations in the field of higher education that fulfil the ENQA membership criteria.

Agencies qualify for membership if they comply with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015) as confirmed by an external agency review.

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

Bulgaria

- NEAA - National Evaluation and Accreditation Agency, Sofia

Croatia

- ASHE - Agency for Science and Higher Education, Zagreb

The Czech Republic

- ACCR - Accreditation Commission Czech Republic, Prague

Denmark

- 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
- Greece**
- HQA - Hellenic Quality Assurance and Accreditation Agency, Athens
- Holy See**
- AVEPRO - Agency for the Evaluation and Promotion of Quality in Ecclesiastical Faculties, Rome
- Hungary**
- HAC - Hungarian Accreditation Committee, Budapest
- 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**
- AKKORK - Agency for Quality Assurance in Higher Education and Career Development, Moscow
 - NCPA - National Centre of Public Accreditation, Yoshkar-Ola
- Serbia**
- CAQA - Commission for Accreditation and Quality Assurance, Belgrade
- Slovenia**
- SQAA - Slovenian Quality Assurance Agency for Higher Education, Ljubljana
- 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
 - FCM - Madri+d Knowledge Foundation, Madrid
 - Unibasq - Agency for the Quality of the Basque University System, Vitoria-Gasteiz

Switzerland

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

United Kingdom

- BAC - British Accreditation Council, London
- QAA - Quality Assurance Agency for Higher Education, Gloucester

FULL MEMBERS UNDER REVIEW**Russia**

- NAA - National Accreditation Agency of the Russian Federation, Moscow

EUROPEAN AGENCIES AND ORGANISATIONS

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

AFFILIATES

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

Denmark

- EVA - Danish Evaluation Institute, Copenhagen

France

- CIEP - Centre International d'Etudes Pédagogiques, Sèvres

Georgia

- NCEQE - National Center for Educational Quality Enhancement, Tbilisi

Germany

- HRK – German Rectors’ Conference, Bonn

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

Latvia

- AIC – Academic Information Centre, Riga

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

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

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
- HKCAAVQ – Hong Kong Council for Accreditation of Academic and Vocational Qualifications, Hong Kong

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).

As the largest association of quality assurance agencies committed to agreed European standards, ENQA's mission is to drive the development of quality assurance by representing agencies internationally, supporting them nationally and providing them with comprehensive services and networking opportunities. ENQA promotes the enhancement of quality and the development of a quality culture in higher education.

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 provide services to members function as a think tank for developing further quality assurance processes and systems in the EHEA; and
- to contribute to the enhancement and innovation of quality assurance

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