

ENQA Work Plan 2021 and Draft Work Plan 2022

I. Background

The present work plan covers years 2021 and 2022 on a rolling basis, meaning that while the work plan 2021 was approved by the General Assembly in October 2020, the work plan 2022 is only a forecast and is presented now to offer members more information on the longer term perspective of upcoming activities. A revised version of the 2022 plan, together with a forecast for 2023, will be presented for adoption in the General Assembly meeting in Autumn 2021.

The current work plan is the first to follow ENQA's newly adopted Strategic Plan 2021-2025. It translates the wider strategic objectives into concrete activities. The presented workplan will also take forward work started in the previous years, such as ongoing EU-funded projects. Specific concrete outputs are marked in bold in the table.

In addition to its regular activities such as information provision, membership and statutory activities, representation of ENQA at international events, participation in the management of EQAR, and participation in the EHEA policy making processes, **in 2021 ENQA will specifically focus on the following areas of work, in line with the strategic plan 2021-2025:**

- 1) **Development of quality assurance within the EHEA/Bologna Process:** participation in the Bologna Process working structures; participation in specific EHEA implementation projects in the field of quality assurance (on stakeholder involvement, on QA of the European University Networks, on a European framework for micro-credentials, and specific support to QA agencies not yet in compliance with the ESG such as through the SEQA-ESG project). In addition, in 2021 or 2022 ENQA will initiate a structured dialogue with its members and stakeholders on the future of the ESG.
- 2) **Analysis of quality assurance approaches in Europe:** carry out surveys and complete an analysis on the agencies' responses to the Covid-19 pandemic and the role of online site visits; carry out a thematic analysis based on reports produced through the ENQA Agency Reviews.
- 3) **Professionalisation of QA and staff at QA agencies:** ENQA Leadership programme; webinars on topics highlighted by the members; and establishment of new ENQA working groups addressing in particular new and innovative approaches to quality assurance and topics of high relevance in the changing HE landscape.
- 4) **Quality assurance capacity building beyond Europe,** in particular in the ASEAN region (the SHARE project), in Africa (the HAQAA 2 initiative), and in Latin America (the EQUAM-LA project).

II. Monitoring

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

In addition, after two years, the Secretariat will prepare a review of the strategic plan to assess the degree to which the set goals have been achieved and what activities will best support their further achievement in the remaining period.

III. Actions linked to the Strategic plan

I Representing interests of quality assurance agencies		
Goal	Activities	Human resources necessary
<p><i>ENQA represents the interests of its members and provides advice in the policy-making process of the EHEA and beyond.</i></p>	<p>1.1 The president and the director will represent ENQA in the BFUG and its working groups, and contribute thus to the implementation and development of the HE reform agenda from 2020 onwards.</p>	<p>President, Director</p>
	<p>1.2 ENQA will uphold the dialogue with the European Commission in order to provide public authorities and policy makers with relevant expertise. ENQA coordinates the preparation of the E4 – EU Commission annual meeting.</p>	<p>Director</p>
	<p>1.3 ENQA will take part in specific expert and consultation groups organised by the European Commission</p>	<p>Director</p>
	<p>1.4 ENQA Board and the Secretariat will co-operate with different European stakeholder bodies, and in particular the E4 Group, through regular meetings (3-4/year), joint statements (such as to the BFUG meetings, where appropriate), and joint events (such as EQAF)</p>	<p>President, Director, Board</p>
	<p>In 2022: Similar activities to 2021</p>	
<p><i>ENQA supports the establishment and operation of independent and trustworthy quality assurance agencies</i></p>	<p>1.5 ENQA will organise a workshop for agencies planning to undergo a review in 2021-2022 (foreseen for spring 2021)</p>	<p>Secretariat</p>
	<p>1.6 ENQA will continue to implement a project (started in 2020) to support ENQA’s affiliate QA agencies in Albania,</p>	<p>Board, Secretariat, Members</p>

<p><i>operating on the basis of agreed standards.</i></p>	<p>the Czech Republic, Malta, Moldova, Montenegro, and Slovakia to align their processes and methods in order to achieve ESG compliance.</p> <p>In 2022:</p> <ul style="list-style-type: none"> - ENQA will complete the project to support agencies to achieve ESG compliance (see above) 	
<p>2 Providing services to members and other stakeholders</p>		
Goals	Activities	Human resources necessary
<p><i>ENQA's Agency Review Programme is the preferred partner for reviews against the ESG.</i></p>	<p>2.1 ENQA Secretariat and the Board will continue to coordinate all requested external reviews and related progress visits for ENQA membership and EQAR registration.</p> <p>2.2 ENQA Board and the Secretariat will complete the revision of the ENQA Agency Review process and will implement the changes.</p> <p>2.3 ENQA will organise a training session for new external reviewers for the ENQA Agency Review process.</p> <p>2.4 ENQA will organise a Reviewers' Seminar for experienced reviewers.</p> <p>2.5 ENQA will continue its dialogue with EQAR in the framework of the review process and will organise an annual meeting between EQAR Register Committee and ENQA Board.</p>	<p>Secretariat, Board</p> <p>Secretariat, Board</p> <p>Secretariat</p> <p>Secretariat</p> <p>Secretariat, Board</p>

	<p>In 2022:</p> <ul style="list-style-type: none"> - ENQA will continue to coordinate all requested external reviews and related progress visits - ENQA will organise a seminar for recently (2020 and 2021) reviewed agencies 	
<p><i>ENQA offers a training and consulting programme valued by its members.</i></p>	<p>2.6 As a form of staff development service for the agencies, ENQA will coordinate the third round of the ENQA Leadership Development Programme for mid-level staff of QA agencies in Europe (foreseen March-September 2021).</p> <p>2.7 ENQA will organise an introductory seminar, open to all members, on the European dimension of quality assurance (June or September 2021)</p> <p>2.8 ENQA will continue to organise webinars on a range of topics in European QA, to cater to the different needs of its members.</p> <p>2.9 ENQA will organise information and training activities on the changes to the Agency Review process for agencies and review panel members.</p> <p>In 2022:</p> <ul style="list-style-type: none"> - ENQA will explore the possibilities and feasibility to cooperate with a higher education institution in the EHEA to create an online programme on quality assurance 	<p>Secretariat, Board, Members</p> <p>Secretariat, Members</p> <p>Secretariat, Members</p> <p>Secretariat</p>
<p><i>ENQA is a reference point for European quality assurance in the international context.</i></p>	<p>2.10 ENQA is involved in several quality assurance networks. In 2021, ENQA will attend and contribute to events of/meetings with the International Network for Quality</p>	<p>Secretariat, Board, Members</p>

	<p>Assurance Agencies in Higher Education (INQAAHE), and the Central and Eastern European Network of Quality Assurance Agencies (CEENQA). In addition, ENQA will continue its involvement, through international projects, with other regional networks such as the ASEAN Quality Assurance Network (AQAN) and the African Quality Assurance Network (AfriQAN).</p> <p>2.11 ENQA will continue its involvement in international projects aiming at further development of quality assurance capacity outside of Europe. The focus in 2021 will be on projects with strong regional impact, including in ASEAN (SHARE), in Africa (HAQAA), and in Latin America (EQUAM-LA). In addition, ENQA will accept requests for expertise in countries outside of the EHEA, in the limits of its capacity and in consideration of its strategic plan.</p> <p>In 2022: Similar to 2021, with the addition of eventual new international projects of high relevance</p>	<p>Secretariat, Board</p>
<p>Information and networking activities</p>	<p>2.12 ENQA will complete the visual and content update of its website and continue to develop it as a source of information on European quality assurance matters.</p> <p>2.13 ENQA will develop its various communication channels to increase visibility and outreach among ENQA membership and other HE stakeholders</p> <p>2.14 ENQA will respond to invitations to take part in European and international working groups on HE and QA and to contribute to international events on quality assurance within the limits of its resources and in line with its strategic priorities.</p>	<p>Secretariat</p> <p>Secretariat</p> <p>Secretariat, Board, Members</p>

	<p>2.15 ENQA will organise the Members Forum in April 2021 and the General Assembly Seminar in October 2021.</p> <p>2.16 In conjunction with the Members' Forum in April 2021, ENQA will organise a celebratory 20th anniversary seminar and networking event open to interest HE stakeholders in Brussels.</p> <p>In 2022:</p> <p>The Board of ENQA will continue their visits to ENQA member agencies in order to gain a better understanding of members' current priorities and challenges, and to be able to feed back into ENQA's strategy and annual work plans.</p> <p>Similar activities as in 2021.</p>	<p>Secretariat, Board, Members</p> <p>Secretariat, Board, Members</p>
	<p>3 Driving the development of external quality assurance</p>	
<p>Goals</p>	<p>Actions</p>	<p>Human resources needed</p>
<p><i>ENQA monitors changes in the higher education landscape and is a guarantor of knowledge-based development of external quality assurance.</i></p> <p><i>ENQA works towards quality assurance for a purpose.</i></p>	<p>3.1 ENQA will continue to contribute to innovation of quality assurance through participation in different projects, such as the Microbol-project on the development of a framework for micro-credentials, EUniQ on a QA framework for European University Alliances, and the ESQA-project on improved stakeholder engagement in external QA.</p>	<p>Secretariat, Board, Members</p> <p>Secretariat, Board, Members</p>

<p>ENQA explores new ways of quality assurance.</p>	<p>3.2 ENQA will discuss with its members the outcomes of the survey on online site visits to evaluate their impact on the future of EQA in the EHEA, resulting in a brief report.</p> <p>3.3 ENQA will set up and implement working groups on specific topics of interest to the members, including new and innovative ways of doing quality assurance. At least two working groups will be set up in 2021 and will continue their work in 2022.</p> <p>3.4 ENQA will carry out a survey and analysis of agencies' response to Covid-19, focusing on the move of QA activities online.</p> <p>3.5 ENQA will carry out an analysis of quality assurance approaches in Europe drawing on a thematic analysis of recent agency review reports and on other studies and papers (to be completed in 2022).</p> <p>In 2022:</p> <p>4 ENQA will coordinate focus groups, surveys and other initiatives to evaluate the implementation of the ESG and their use by the members. The results will feed into discussions regarding the future of the ESG in the EHEA.</p>	<p>Members, Secretariat</p> <p>Secretariat, Members</p> <p>Secretariat</p>
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Annexed documents:

- I. Provisional calendar of events 2020-2021**
- II. List of current reviews**
- III. List of current projects**

I. Provisional calendar of events 2020-2021

2020	
21 October 22 October 21-23 October	ENQA Board meeting, online ENQA GA, online GA webinar series, online
12-13 November 19 November	EQAF, online EHEA Ministerial Conference, Rome
10 December	ENQA Board meeting, Brussels
2021	
8-9 February 9-10 February Date TBC	ENQA Reviewers' Seminar, Cologne, Germany Training of ENQA Agency Review experts, Cologne, Germany Webinar (topic TBC)
5 March 10-12 March Date TBC	ENQA Board meeting, Brussels ENQA LDP 2020-2021 – Seminar I, Zagreb, Croatia Workshop for agencies preparing for a review process (place and mode TBC)
21 April 21 April 22-23 April	ENQA Board meeting, Brussels ENQA Anniversary Seminar, Brussels ENQA Members' Forum and GA, Brussels
2-4 May Date TBC	ENQA LDP 2020-2021 – Seminar II, Oslo, Norway Webinar (topic TBC)
June	ENQA Board meeting, Brussels Seminar on the European Dimension of Quality Assurance, Brussels
September	ENQA Board meeting, Brussels

	<p>Webinar (topic TBC)</p> <p>ENQA LDP 2021 – Seminar III, Dublin, Ireland</p>
October	<p>ENQA Board meeting, Valladolid, Spain</p> <p>ENQA GA, Valladolid, Spain</p>
November	<p>EQAF, Helsinki, Finland</p> <p>ENQA Board meeting, Brussels</p>
December	<p>Webinar (topic TBC)</p>

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

II. List of current reviews

No.	Country	Agency	Site visit	ENQA membership valid until	Listed in EQAR until
1	Germany	AHPGS	No visit (partial review)	20.06.2024	30.06.2024
2	Sweden	UKÄ	29 Sep-1 Oct 2020 (online)	-	-
3	Belgium	ECBE	5-7 Oct 2020 (online)	-	-
4	Russia	NAA	27-29 Oct 2020 (online)	19.03.2021	-
5	Hong Kong	HKCAAVQ	3-5 Nov 2020 (online)	-	-
6	Switzerland	AAQ	17-19 Nov 2020 (online)	15.09.2021	31.07.2021
7	Spain	ACPUA	25-27 Nov 2020 (online)	15.06.2021	31.08.2021
8	Germany	ACQUIN	Jan 2021	14.02.2022	30.06.2021
9	Denmark	AI (Danish Accreditation Institute)	20-22 Jan 2021	15.09.2021	30.09.2021
10	Russia	AKKORK	Mar 2021	19.09.2021	-
11	Kazakhstan	IAAR	Mar 2021	30.11.2021	28.02.2022
12	Germany	ZEvA	Apr 2021	30.11.2021	30.06.2021
13	Kazakhstan	ECAQA	Apr 2021	-	-
14	Croatia	ASHE	May 2021	13.02.2022	28.02.2022
15	Armenia	ANQA	May 2021	13.02.2022	28.02.2022
16	Germany	FIBAA	Early Jun 2021	04.05.2022	31.01.2022
17	France	HCERES	End Jun 2021	13.02.2022	28.02.2022
18	Kazakhstan	IQAA	Sep 2021	13.02.2022	28.02.2022
19	The Netherlands	QANU	Sep 2021	30.11.2021	31.12.2021
20	Germany	AQAS	Sep 2021	04.05.2022	31.01.2022
21	Finland	FINEEC	Sep 2021	13.02.2022	28.02.2022
22	Belgium	AEQES	Early Oct 2021	13.02.2022	28.02.2022
23	Greece	HAHE	Oct 2021	16.06.2022	-
24	Germany	GAC	29-30 Nov 2021	-	-
25	Spain	AQU Catalunya	Nov 2021	21.06.2022	30.06.2022
26	Lithuania	SKVC	Nov 2021	21.06.2022	30.06.2022

III. List of current projects

ENQA as coordinator:

Programme / sub-action	Project title and acronym	Coordinator organisation	Duration	ENQA main tasks
Erasmus+ programme Key Action 3 – Support to Policy Reform	Supporting European QA Agencies in meeting the ESG (SEQA-ESG)	ENQA	March 2020 – February 2022 (24 months)	<ul style="list-style-type: none"> - overall project management and coordination - supporting and steering peer counselling activities in core partner countries - identifying and recruiting experts to take part in the peer counselling activities - taking part in the planning of the programmes of thematic peer learning workshops - coordinating staff mobilities - support for agency review action plans

ENQA as partner – Ongoing projects:

Programme / sub-action	Project title and acronym	Coordinator organisation	Duration	ENQA main tasks
Erasmus+	Enhancing Quality Assurance in Morocco (EQuAM-M)	Universitat de Barcelona (UB), Spain	1 October 2017 to 30 September 2020 (36 months) 6-month extension until 30 March 2021	<ul style="list-style-type: none"> - link between the project and other EU QA stakeholders - provide the state-of-the-art of QA from the EU perspective. - attend Roundtables, Study visits, Work Shop to be organised in Morocco and EU - host a Roundtable on EU QA management - support ANEAQ in the drafting of the White Paper - be involved in preparation phase of the Code of Practice - contribute to the development of the Code of Practice

				<ul style="list-style-type: none"> - member of the 2 panels that will pilot the QA 'Tool Kit' in the selected Moroccan universities and contribute to the drafting of the report on the outcomes of these pilots. - Chair of the Quality Committee and develop a "Quality Plan"
Erasmus+ programme Key Action 3 – Support to Policy Reform	Effective involvement of stakeholders in external quality assurance activities (ESQA)	Romanian Ministry of National Education	1 May 2019 – 30 April 2021 (24 months)	<ul style="list-style-type: none"> - coordinate study on stakeholders' involvement in QA activities - assist QAAs in peer review activities - support facilitation of discussions and elaboration of the reports of the peer-review activities - elaborate outline of peer-learning activity, facilitate discussions, and elaborate report - facilitate on-line peer-learning activity - contribute to dissemination materials or scientific articles and disseminate information through its network - participate in management activities, QA, monitoring and evaluation
Erasmus+ programme Key Action 3 – Support to Policy Reform	Developing a European Approach for Comprehensive QA of (European) University Networks (EUniQ)	Accreditation Organisation of the Netherlands and Flanders (NVAO)	15 May 2019 – 14 May 2021 (24 months) 6-month extension until 14 November 2021	<ul style="list-style-type: none"> - provide expertise on European QA and related policy processes - draw on the experience of European QAAs - disseminate information to QAAs across Europe, and get feedback from agencies
Erasmus+ programme Key Action 3 – Support to Policy Reform	Enhancing Quality Management & Recognition in Latin American universities to underpin the Latin American	University of Murcia (Spain)	15 January 2020 – 14 January 2023 (36 months)	<ul style="list-style-type: none"> - provide links to European policy makers and to ENQA's membership - organisation of a study visit on 'international practices in QA and recognition' - provide expertise for a QA tool kit for partner countries in Latin America - participation in the monitoring/consultancy visits

	Higher Education Space (EQUAM-LAC)			
Service contract funded by of the European Union “Harmonisation, Quality and Accreditation” initiative (EC EAC/37/2014)	Harmonisation of African Higher Education Quality Assurance and Accreditation (HAQAA2 Initiative)	University of Barcelona (UB)	January 2020 – December 2022 (36 months)	<ul style="list-style-type: none"> - a desk research on the pilot reviews and consultancy visits - preparation of a call for interest for 2nd round of agency reviews and consultancy visits and for interest to take part in the QA expert pool - training of experts - training for participating countries / agencies - coordinating ten agency reviews and five consultancy visits - participation in the management of the project and project meetings
Erasmus+ programme Key Action 3 – Support to Policy Reform	Microcredentials linked to the Bologna Key Commitments (MICROBOL)	Flemish Government	March 2020 – February 2022 (24 months)	<ul style="list-style-type: none"> - participation in the project management, QA, monitoring and evaluation - organisation of project kick-off meeting, including attending and reporting - participation in the WG on QA - feedback on framework on microcredentials documents - participation in the final conference
Erasmus+ programme Key Action 3 – Support to Policy Reform	Bologna with Stakeholders Eyes For a Stronger Future of the Bologna Process (BWSE FORward)	ESU	March 2020 – February 2022 (24 months)	<ul style="list-style-type: none"> - coordination of Quality, Evaluation and Impact WP - providing feedback on the Bologna with Students’ Eyes publication - support and attend peer learning activities - participating in the development of Green paper (project’s final conclusions and recommendations) - participating in the management of the project and project meetings - dissemination