

**ENQA Annual Report**

**2021**

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## Message from the President



As we reflect on the activities of the past 12 months, it is hard to believe that almost two years have gone by since the ENQA community has been able to meet in person. Despite this continued frustration, it is also a moment to celebrate ENQA's continued work to support the membership, share practice and take forward our common projects in a virtual manner. The success of this work has been largely due to the flexibility and hard work of the Secretariat and the willingness of our members and affiliates to actively engage with our activities.

Moving online has also had positive benefits as it becomes more cost and time efficient for a broader range of staff from the membership to participate in our activities. The level and diversity of participation in our meetings and events would probably not have been achieved if travel had been needed. The power and benefits of our network, namely coming together, sharing experiences, and learning from each other, will in the future have a balance between physical and online meetings, so that we can get the best of both worlds.

It has been a challenging year to take over as ENQA President, and I am very grateful for the hard work and commitment of my predecessor, Christoph Grolimund, who left ENQA in such good shape. We have also said farewell to Board members Anne Flierman and François Pernot who both have a long history of commitment to ENQA's work. The most recent Board elections have ensured a greater diversity of representation on our Board, which is important as we strive for ENQA to be an inclusive association. To help achieve this, the Board have dedicated considerable time to gathering and analysing feedback from members in order to improve the added-value of our services.

We have also been actively exploring ways to further engage with our affiliates, and particularly to support affiliates that are quality assurance agencies in their journeys towards compliance with the ESG. I had the great pleasure of joining an event with the agency from Malta this year as part of the SEQA-ESG project, which is also supporting agencies from Albania, the Czech Republic, Moldova, Montenegro and Slovakia. It has been wonderful to see the progress made and we hope to launch a further project of this nature to support several more countries.

Another highlight of the year has been the intense engagement with EQAR to develop the new targeted review process for agencies that have already undergone two successful reviews against the ESG. This option has been launched in response to feedback from members and we are grateful to the agencies that are the first to sign up for this option and look forward to evaluating the experience next year.

Other new activities in 2021 have included the launch of two working groups, on micro-credentials and on academic integrity. These have been established in response to a strong interest to explore these important topics in more detail. Representatives of 30 members and affiliates have joined and will work to produce guidance on the role of external quality assurance in both these areas.

In the coming year, the Board is committed to making calls and visits to members and affiliates so to stay in tune with the priorities, challenges and needs for which ENQA can offer support. From conversations so far, the Board have identified four focus areas for the upcoming year: 1) innovation in quality assurance, including adapting to the post-Covid higher education landscape; 2) sustainability of agencies and quality assurance activities; 3) research and thematic analysis to maximise the lessons learnt from the ENQA agency reviews; 4) support for affiliates who wish to achieve ESG compliance. These topics have been addressed in ENQA's work plan for 2022 and I look forward to seeing these plans come to fruition.

In the meantime, I thank again the whole membership, the Board and the Secretariat for the continued engagement, which has allowed ENQA to achieve the huge array of activities set out in this report.

We have sadly learned that our Director, Maria, Kelo, will be moving on after ten successful years with us. Maria brought stability, professionalism and energy to the work of our Secretariat and as agencies we have all benefited from her commitment. We will miss her as a staff member, but look forward to seeing her at our meetings as a delegate.

A handwritten signature in black ink, appearing to read 'Douglas Blackstock', written in a cursive style.

Douglas Blackstock  
ENQA President

# Updates on the ENQA membership

## MEMBERS

As of 31 December 2021, ENQA has 55 members (including two under review) in 32 countries. During the past year, ten agencies had their membership **reconfirmed** following a successful external review (see section ENQA Agency Reviews).

In 2021, as in previous years, Board members as well as Secretariat staff were invited to discuss quality assurance and the *Standards and guidelines for quality assurance in the European Higher Education Area* (ESG) in countries where plans to establish a QA agency or apply for ENQA membership are still in development. Furthermore, specific support was offered to six countries as part of the SEQA-ESG project (Supporting European QA Agencies in meeting the ESG) (see section ENQA Projects).

Membership in ENQA of one agency, the Agency for Quality Assurance in Higher Education and Career Development (AKKORK, Russia), ended in 2021 after their status as member under review expired.

## AFFILIATES

In addition to its members, ENQA's work is supported by its affiliates, which account for another 55 organisations with interest in quality assurance operating within Europe, East Asia, the Middle East, and the Americas.

In 2021, the following organisations became affiliates of ENQA:

- Association for Dental Education in Europe (ADEE, Europe)
- Agency for Higher Education Quality Assurance and Career Development (AKKORK, Russia)
- Council for Higher Education (CHE, Israel)
- Engineering Education by Research Universities (FIGURE, France)
- Independent Kazakhstan Center of Accreditation (IKCA, Kazakhstan)
- Kazakhstan Association for Engineering Education (KAZSEE, Kazakhstan)
- Slovak Accreditation Agency for Higher Education (SAAHE, Slovakia)

The following organisations had their affiliation with ENQA renewed following a reapplication:

- Enhancing Quality in the Arts (EQ-ARTS, Europe)
- The German Rectors' Conference (HRK, Germany)
- Music Quality Enhancement, the Foundation for Quality Enhancement and Accreditation in Higher Music Education (MusiQuE, Europe)

The following organisations became affiliates of ENQA following a transfer of affiliation after a change in the country's legal framework:

- Agency for Higher Education of Republic of Srpska (AHERS, Bosnia and Herzegovina), affiliation transferred from the former Higher Education Accreditation Agency of Republic of Srpska (RS HEAA)
- Education Quality Assurance Agency (EQAA, Azerbaijan), affiliation transferred from the former Accreditation and Nostrification Office of the Ministry of Education of Azerbaijan (ANO)

The following organisations decided to end their affiliation with ENQA:

- Higher Education Authority (HEA, Ireland)
- International Federation of Landscape Architects (IFLA Europe)

The following organisation had its affiliation with ENQA ended by the Board:

- The Autonomic Institute for Educational Quality Assurance (AIEQA, Romania)

## Management and governance

### GENERAL ASSEMBLY

ENQA's main policy and decision-making body is the General Assembly (GA), which is composed of member agencies and has European ministerial representatives, ENQA affiliates, and other stakeholders as observers. Like in 2020, the COVID-19 pandemic pushed the 2021 GA meetings online. They took place on [22 April](#) and on [21 October](#).

The Board of ENQA called an extraordinary GA meeting to take place on 11 February 2021 in Brussels. The only item on the agenda was the approval of the new ENQA statutes and Rules of Procedure.

Normally elections would have taken place during the October 2020 GA meeting, but due to the pandemic, they were postponed until April 2021. Therefore, during the ENQA's spring GA meeting, elections took place for Board members, President and Vice-Presidents.

At ENQA's autumn GA meeting, the members took decisions on statutory items such as the budget and work plan for 2022, as well as vote in elections for Board members and a Vice-President.

### BOARD

The executive body of the Association is the Board, which is responsible for implementing the decisions of the General Assembly and for the overall management of the Association. Elections were held in April 2021, during which two new Board members were elected. Furthermore, Douglas Blackstock was elected as the new President of ENQA, taking over from Christoph Grolimund.

As of December 2021, The ENQA Board was composed of the following members:

- President Douglas Blackstock, QAA (United Kingdom)
- Vice-President Daniela Cristina Ghițulică, ARACIS (Romania)
- Treasurer Antonio Serrano González, ACPUA (Spain)
- Doris Herrmann, AQAS (Germany)
- Øystein Lund, NOKUT (Norway)
- Christina Rozsnyai, HAC (Hungary)
- Jolanta Silka, AIC (Latvia)
- Ruben Topchyan, ANQA (Armenia)

The following members stepped down from the Board in 2021:

- Christoph Grolimund, AAQ (Switzerland)
- François Pernot, HCERES (France)
- Anne Flierman, NVAO (the Netherlands)

## SECRETARIAT

In December 2021, the ENQA Secretariat was composed of the following staff:

- Anna Gover, Director
- Anaïs Gourdin, Senior Project Manager
- Goran Dakovic, Reviews Manager
- Milja Homan, Project and Reviews Officer
- Nathalie Lugano, Project Officer

In May 2021, the Secretariat was strengthened by the return of Nathalie Lugano in the position of Project Officer. Nathalie previously worked for ENQA in 2006-2015 and the Secretariat was pleased to welcome her back in a part-time capacity to work on specific projects.

In December 2021, Maria Kelo stepped down as Director of ENQA after 10 years of service. Administrative Officer Anthony Jasper also left the Secretariat at the end of 2021.

## Representation and advocacy

### ENQA IN THE BOLOGNA PROCESS

One of ENQA's core activities, which is highly valued according to feedback from the membership, is to represent its members at the European level and internationally. ENQA participates actively in the European political decision-making processes for higher education through its status as a consultative member of the Bologna Follow-up Group (BFUG).

Following the Bologna Ministerial Conference of November 2020, a new working period of the BFUG started (2021-2024). ENQA is actively contributing to this through participation in the following groups:

- Working group on fundamental values
- Working group on learning and teaching
- Coordination group on global policy dialogue
- Working Group to Support the Implementation of the Roadmap for San Marino's Accession to the EHEA
- Thematic peer group on quality assurance

At the EU level, ENQA has closely collaborated with the European Commission in 2021 by taking part in consultation processes, in events organised by the European Commission, and by discussing coordinated strategies for the Bologna Process to strengthen the European-level input into the process. ENQA also coordinated the E4 group's annual meeting with officials from the European Commission in June 2021.

## INTERNATIONAL AND EUROPEAN COLLABORATION

### Cooperation among the E4 members and other networks

ENQA is in constant dialogue with other stakeholder organisations, primarily within the E4 Group (ENQA, EUA, EURASHE and ESU). In 2021, the E4 Group met three times to discuss issues of common interest in the field of quality assurance, to plan joint activities, and to give updates on each organisation's activities. As has been the tradition, ENQA continued to provide secretarial support to the group.

The European Quality Assurance Forum (EQAF) was jointly organised by the E4 Group. The 16<sup>th</sup> edition of EQAF took place online on 18-19 November 2021 on the theme "Building trust and enhancement: from information to evidence". The event combined online sessions about European policies and trends, research, and practical case examples related to the Forum theme and more generally about current developments in quality assurance. A "[2021 EQAF playlist](#)" of the speakers' video presentations is available on the [EUA YouTube channel](#).

In the past year, ENQA continued cooperation with other international organisations and networks – such as the ENIC-NARIC network, AQAN, AfriQAN, and INQAAHE – by attending some of their (online) events as speakers, panellists, or participants. ENQA is also actively cooperating with several of the organisations either in the BFUG working groups or through projects in which ENQA is involved (AQAN and AfriQAN particularly).

### The European Quality Assurance Register in Higher Education (EQAR)

Together with the other E4 partners, ENQA is a founding member of the European Quality Assurance Register for Higher Education (EQAR) and is thereby represented on the Executive Board of EQAR. ENQA also nominates two representatives to EQAR's Register Committee.

EQAR attended several ENQA events and webinars during the year, and, as is usually the case, ENQA took part in the EQAR General Assembly meeting (spring, held online).

Meetings between the ENQA Board and the EQAR Register Committee take place annually in order to ensure that both organisations' expectations for the review process are aligned. Such meetings provide an important opportunity to discuss review- and ESG compliance-related issues to ensure consistency of the reviews and contribute to a positive experience for all involved parties.

This year the collaboration between ENQA and EQAR has focussed on preparing and launching the new targeted review process (see further under section ENQA Agency Reviews). ENQA and EQAR also worked together to agree new timelines and Terms of Reference for the full agency reviews, in order to reflect the changed decision-making process for ENQA membership.

## ENQA Agency Reviews

ENQA continues to be the preferred partner for external reviews of quality assurance agencies. In 2021, ENQA coordinated and completed the external review processes for ten agencies:

- The Swiss Agency of Accreditation and Quality Assurance (AAQ, Switzerland)
- The Aragon Agency for Quality Assurance and Strategic Foresight in Higher Education (ACPUA, Spain)
- The Accreditation, Certification and Quality Assurance Institute (ACQUIN, Germany)
- The Danish Accreditation Institution (AI, Denmark)
- Agency for Quality Assurance through Accreditation of Study Programmes (AQAS, Germany)
- Foundation for International Business Administration Accreditation (FIBAA, Germany)



- Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ, Hong Kong)
- Independent Agency for Accreditation and Rating (IAAR, Kazakhstan)
- The National Accreditation Agency of the Russian Federation (NAA, Russia)
- Central Agency for Evaluation and Accreditation (ZEvA, Germany)

The review reports of completed ENQA Agency Reviews are available in Review Database on the [ENQA website](#), which also includes details of upcoming reviews. The number of reviews completed is higher than average due to some reviews being postponed as a result of the Covid-19 pandemic as well as a large number of scheduled reviews coming five years after the peak in reviews following the 2015 revision of the ESG.

All reviews taking place in 2021 have been conducted online due to the Covid-19 pandemic. The protocol for online site visits, first developed in summer 2020, has been adapted based on the first experiences and feedback on the overall experience continues to be positive.

In parallel, ENQA launched and started to implement a new version of the Guidelines for ENQA Agency Reviews, revised in order to take into account feedback from members as well as the outcomes of the external review of the agency review process, completed in early 2020. An information webinar for agencies about the new Guidelines took place in late October 2021.

Training for experts was incorporated into the seminars for new and experienced reviewers, which took place on 9-10 February 2021 and 8-9 February 2021 respectively. Special attention to the changed aspects is also given during the briefings for agencies and experts in advance of each individual review.

In order to support agencies in the follow-up of the review outcomes, ENQA also conducts voluntary progress visits, two years after the completion of the review process. ENQA is delighted that the following seven agencies opted in for progress visits (all visits were carried out online due to the Covid-19 pandemic):

- National Agency for the Evaluation of Universities and Research Institutes (ANVUR, Italy)
- The Cyprus Agency of Quality Assurance and Accreditation in Higher Education (CYQAA, Cyprus)
- The Hungarian Accreditation Committee (MAB, Hungary)
- The National Center for Educational Quality Enhancement (NCEQE, Georgia)
- The National Centre of Public Accreditation (NCPA, Russia)
- The Accreditation Organisation of the Netherlands and Flanders (NVAO, The Netherlands)
- The Quality Assurance Agency for Higher Education (QAA, United Kingdom)
- The Slovenian Quality Assurance Agency for Higher Education (SQAA, Slovenia)

Revisions to the progress visit methodology were also prepared in 2021 and launched in the summer in order to connect the progress visit more closely to the content of the progress report and to enhance its usefulness for agencies.

In 2021 ENQA also collaborated with EQAR to develop a new targeted review process for EQAR-registered agencies that have renewed their registration successfully at least once previously. These agencies may opt to apply for renewal of registration based on a targeted review every second time. ENQA initiated the discussion following feedback from members and a methodology was developed by a joint ENQA-EQAR working group. The new review process was launched in summer 2021, with the first reviews using this methodology expected to be completed in late 2022.

## Working groups

In summer 2021, ENQA launched two new working groups in response to feedback from members and affiliates regarding topics that they would like to explore in more depth. The groups are expected to run for about 18 months and address the following topics:

- Working group on quality assurance of microcredentials. The group consists of 19 members from 18 agencies in 12 countries. The group will work to produce guidance on key considerations for quality assurance of microcredentials.
- Working group on academic integrity. The group consists of 11 members from 11 agencies in 9 countries. The group will work to produce guidance on the steps that quality assurance agencies can take to promote academic integrity within their jurisdictions.

## Projects

ENQA is involved in numerous international projects as a coordinator, partner, or by providing expert input. The projects offer an important opportunity for ENQA to support quality assurance development in Europe and beyond, to address specific topical issues, to increase ENQA's knowledge base on quality assurance, and to engage with its members. The inclusion in project consortia is testimony to the Association's reputation as a source of expertise in external quality assurance.

### **ENQA LDP (Leadership Development Programme)**

2021 saw the start of a new (third) round of the ENQA LDP (Leadership Development Programme), which is designed to provide an intensive European peer-learning experience for high-potential professional staff. 20 participants are taking part in the current round. As with previous rounds, the programme was developed and delivered under the lead of the Center for Higher Education Policy Studies (CHEPS), University of Twente, The Netherlands. The ENQA LDP was scheduled to start in December 2020, but was postponed due to the Covid-19 pandemic. The first seminar instead took place online, hosted by NOKUT (Norway), in June 2021. The second seminar is planned for December 2021 (in Croatia) and the third seminar will be in March 2022 (in Ireland). It is hoped that these further postponements will allow the second and third seminars to take place in person, which is considered important for the Programme. In order to maintain the momentum for the participants, an interim session (one afternoon) took place online on 13 October 2021.

### **EU-SHARE (EU support to higher education in the ASEAN region), 2021-2022**

This project launched in February 2021 and is an extension to the first round of the EU-SHARE project, in which ENQA was also involved. The main objective of the project is to strengthen regional co-operation, enhance the quality, regional competitiveness and internationalisation of ASEAN higher education institutions and students. The project consortium is composed of the British Council, DAAD, ENQA and NUFFIC. ENQA's role is to provide capacity building for the ASEAN Quality Assurance Network (AQAN), engage in strategic policy dialogue with AQAN, organise consultancy visits on EQA development to Myanmar and Vietnam, and to support the coordination of external reviews of four quality assurance agencies. The project activities are already well underway, including a number of high-level policy seminars, a follow-up seminar to the agencies that were reviewed in the first round of the EU-SHARE project, and the implementation of ENQA-coordinated training for the quality assurance agencies and staff of the AQAN Secretariat.

### **SEQA-ESG (Supporting European QA Agencies in meeting the ESG), 2020-2022**

The [SEQA-ESG project](#) is coordinated by ENQA and was launched in June 2020. Through the project, ENQA is supporting the quality assurance agencies and national authorities in six countries (Albania,

the Czech Republic, Malta, Moldova, Montenegro, and Slovakia) to create quality assurance systems that are compliant with the ESG, thereby fulfilling one of the key commitments of the Bologna Process. Activities include peer counselling, peer support workshops, staff exchanges and the creation of an action plan for each country and QA agency aiming towards an external review against the ESG. Online peer counselling visits took place in autumn and winter 2020-21 and included policy dialogue as well as practice-oriented elements to identify areas of need and action, determine the sharing of tasks between the actors within the national frameworks, and establish the national action plans.

### **BWSE FORward (Bologna with Stakeholders Eyes For a Stronger Future of the Bologna Process), 2020-2022**

The [BWSE FORward](#) project is being coordinated by the European Students' Union (ESU). The overall aim was to produce the latest version of the [Bologna with Students' Eyes](#) publication, which explores student perceptions of the Bologna Process implementation and identify areas for improvement. In 2021, the project has held cross-stakeholder peer-learning activities to address the most important issues raised as being problematic for students. ENQA's role in the project is to monitor the quality of the project activities and management and to evaluate the impact of the project. To do this, ENQA has developed a quality and monitoring plan which it will implement throughout the project's duration. ENQA produced the mid-term quality report in summer 2021. ENQA also contributes actively to the development and implementation of the programmes for the project events.

### **MICROBOL (Micro-credentials linked to the Bologna Key Commitments), 2020-2022**

In the context of the [MICROBOL](#) project, higher education ministries and stakeholders are exploring whether and how the existing Bologna Process tools can be used and/or need to be adapted to be applicable to micro-credentials. It is primarily focussing on micro-credentials provided by, or in conjunction with, higher education institutions. The project is being coordinated by the Flemish Ministry of Education and Training. The project has already produced two key reports: [a desk research report](#) on micro-credentials linked to the Bologna key commitments, and a [study](#) presenting the results of a survey mapping the state of play of micro-credentials in the EHEA, specifically from the perspective of national authorities. In 2021, three working groups have been meeting regularly to discuss the implications of microcredentials for the key areas of quality assurance, qualification frameworks and ECTS, and recognition. Together, the three groups submitted a [recommendation](#) to the European Commission consultation on micro-credentials in July 2021. By January, a micro-credential framework will be finalised and presented in the final conference to take place in January 2022-

### **HAQAA2 Initiative (Harmonisation of African Higher Education Quality Assurance and Accreditation), 2019-2022**

[HAQAA2](#) is the second phase of the Initiative for the Harmonisation of African Higher Education Quality Assurance and Accreditation. It is intended to build upon, upscale and promote the results of HAQAA1 (2015-2018) which underpinned and advanced the Pan-African Quality Assurance and Accreditation Framework (PAQAF). Activities planned under the framework of HAQAA2 include implementing external reviews and consultancy visits to African quality assurance agencies based on the African Standards and Guidelines for Quality Assurance; promoting the use of the African Quality Rating Mechanism; supporting the African Union Commission in exploring the feasibility of an African Continental Agency; and offering trainings on internal and external quality assurance to raise awareness and use of the different tools of the PAQAF. ENQA's role is to coordinate the reviews and consultancy visits for quality assurance agencies and facilitate a Task Force that will develop a Users' Guide for the ASG-QA. The agency reviews and consultancy visits are underway, with participating agencies and ministries currently preparing their self-assessment reports, after having attended online training sessions in preparation for the process. The Task Force has started its work by analysing the outcomes and experiences of the external reviews conducted under HAQAA1 and by gathering evidence and examples to include in the Users' Guide.

### **EQuAM-LA (Enhancing Quality Management & Recognition in Latin American universities to underpin the Latin American Higher Education Space), 2020-2023**

The general objective of the project is to advance the Latin American Higher Education Space in areas such as recognition of degrees and credits across borders by reinforcing and connecting quality assurance systems for higher education, in which universities and quality assurance agencies are key partners and drivers. ENQA's role is to provide links to European policy makers and the experiences of ENQA's members. ENQA worked on an online format of a study visit on international practices in QA and recognition and is in charge of the dissemination of the project results and providing support for various activities. More information on the project is available [here](#).

### **EUniQ (Developing a European Approach for Comprehensive QA of (European) University Networks), 2019-2021**

The EUniQ project, coordinated by ENQA's Dutch-Flemish member NVAO on behalf of the Flemish Ministry of Education and in which several of our member agencies are involved, aims to provide a roadmap for agencies to jointly develop an external quality assurance methodology suited for the evaluation of European University Alliances. The methodology has been tested through pilot reviews of some of the newly established alliance in the course of 2020-2021. ENQA has provided input on the development of the methodology, and is part of the Roadmap Group of the project, which steers the management and implementation of the project. ENQA co-organised a [webinar](#) on the outcomes of the EUniQ pilots and implications for the framework for QA of European Universities in March 2021 and had an active role in the [final conference](#) on 27 September 2021. More information on the project, including the framework and road map can be found [here](#).

### **DEQAR CONNECT (Enhancing the Coverage and Connectivity of QA in the EHEA through DEQAR), 2020-2022**

[DEQAR CONNECT](#) is a follow-up to the [DEQAR project](#) and focuses on two of the EHEA key commitments, supporting quality assurance and recognition inside the EHEA. It consists of two strands: expanding coverage to EHEA countries currently under-represented in DEQAR, by supporting the participation of agencies that could not join DEQAR in the first stage; and enhance connectivity by exploiting existing synergies and exploring new opportunities to use DEQAR data directly in the recognition workflow, digital credentialing and elsewhere. ENQA is an associate partner in the project and participates in the Advisory Group that provides input on key decisions related to the project implementation.

## **Exploring new approaches to quality assurance**

The Covid-19 pandemic has given extra impetus to the discussion around new approaches to external quality assurance. ENQA had initially planned to conduct surveys to members and affiliates to explore their reactions, activities, and experiences as a result of the pandemic, particularly focusing on the move to conducting external quality assurance in an online format. Although the surveys were not conducted in 2021, ENQA sought other ways to gather and analyse the experiences and feedback of the membership. These included:

- Calls by Board members to the majority of ENQA members in spring 2021, during which reactions and challenges linked to the pandemic were discussed. An analysis of the feedback from these calls fed into the planning of future activities to support members.
- Two webinars in spring 2021 (see section ENQA Communication) during which a selection of ENQA members and affiliates presented their experiences of conducting online quality assurance. The programmes of the webinars were developed on the basis of a call for contributions sent to the membership. As well as presenting specific case examples of practices from agencies, the webinars were an opportunity to reflect on the elements of online quality assurance that proved particularly successful and could be continued in the future. The presentations and recordings from the webinars are available on the [ENQA website](#).

Finally, the ENQA secretariat started exploring the extent to which quality assurance agencies are diversifying their activities in response to changing higher education contexts and the need for external quality assurance activities to remain relevant and fit-for-purpose.

## Communication

One of the primary roles of ENQA is to function as a communication platform for sharing and disseminating information, expertise, and good practice on issues concerning quality assurance. ENQA shares information among its members, affiliates, and stakeholders mainly through projects, events, publications, the website, and the ENQA Update to Members and Affiliates (formerly the Note from the President).

### EVENTS

In 2021, ENQA organised several online events to support the development of members, facilitate networking and share experiences<sup>1</sup>. Unfortunately, it was still not possible to organise any physical events due to the Covid-19 pandemic. Details of the webinars are included in the list of events below. Although it was disappointing not to be able to meet in person, the webinars ensured opportunities to share information and practice. The online format also allowed a wider audience than usual to attend and contribute to the discussions.

Several further webinars were held throughout the year in order to engage with members, affiliates and other stakeholders on topics of relevance. Recordings are available on the ENQA YouTube channel.

- [ENQA Agency Reviews: 4<sup>th</sup> Reviewers' Seminar](#), 8-9 February 2021, co-hosted online by AQAS, Germany
- [ENQA Agency Reviews: 13<sup>th</sup> Training of Reviewers](#), 9-10 February 2021, co-hosted online by AQAS, Germany
- [Micro-credentials and the role of external quality assurance](#), 25 February 2021
- [Protecting and promoting academic integrity: How quality assurance agencies can take action \(in cooperation with QAA\)](#), 18 March 2021
- [Online quality assurance – experiences from ENQA members, Part 1](#), 21 April 2021
- [Stakeholder involvement in external quality assurance](#), 23 April 2021
- [Online quality assurance – experiences from ENQA members, Part 2](#), 5 May 2021
- [ENQA Leadership Development Programme \(LDP\) 2021-22 – Seminar 1](#), 2-4 June 2021, hosted online by NOKUT, Norway
- [ENQA Agency Reviews: Targeted reviews](#), 23 September 2021
- [Online General Assembly seminar: QA fit for the post-Covid era](#), 21 October 2021
- [Online General Assembly seminar: Trends and innovations: what's new in the ENQA family?](#), 22 October 2021
- [ENQA Agency Reviews: changes to ENQA Agency Reviews](#), 28 October 2021
- [ENQA Agency Reviews: Reviewers' Seminar on ENQA Targeted Reviews](#), 9 December 2021

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<sup>1</sup> Events organised in the framework of specific projects are noted under ENQA Projects.

## PUBLICATIONS

ENQA produced or contributed to the following reports:

- [The Guide for effective stakeholders' involvement in quality assurance](#)
- [Advancing quality in European higher education: celebrating 20 years of ENQA](#)
- [Annual Report 2020](#)
- [Diversification of external quality assurance in the EHEA - Reflection following the analysis of ENQA Agency Reviews conducted in 2020-2021](#)

## OTHER COMMUNICATION ACTIVITIES

In March 2021 ENQA launched a new website, which incorporates the new visual image and is more modern and user-friendly. All the material on the website has been reviewed, updated and presented in a more accessible format. The website also includes databases of ENQA members and affiliates, publications, and reviews to ensure ease of access and transparency in our work. The website also serves as a place to share latest news and information about topics relevant for quality assurance agencies. Since October 2020, the ENQA website has had over 54,000 visitors from across the globe totalling over 184,000 page views.

ENQA has also revised its email communications, including the re-branding of the Note from the President as an Update for ENQA members and affiliates. Preparations are also underway to launch a new ENQA newsletter that will be sent to all interested stakeholders in order to broaden our dissemination efforts. The newsletter will include 'Spotlight' articles written by guest contributors which focus on particular topics, members, or activities as a way of increasing the visibility of the work that we do and the organisations that we work with.

ENQA's social media presence continues to be used to share news and information about ENQA and its members and affiliates with a wider audience. ENQA is pleased that the Association has been able to increase its visibility and reach in this way. As of October 2021, ENQA has 2,946 followers on Twitter (a 12% increase on last year). ENQA's Facebook page, which contains the photo albums for ENQA's various events, has a more modest following, with 1,873 likes (up 12% from last year) and 2,033 followers (up 13% from last year) followers. Lastly, its LinkedIn page has 2,844 followers (a 40% increase from last year).

Finally, ENQA has worked with a media agency to create two short videos that explain [what ENQA is](#), and how our agency review process works. The videos will be used on the website, on social media, and at events to present our work in a more dynamic and appealing way.

# Annexes

## ANNEX I: REPRESENTATION OF ENQA AT EVENTS

During the year, ENQA has been represented by its Board members and Secretariat at many events, including those listed below.<sup>2</sup> Although no physical events took place in 2021, ENQA representatives were in high demand to contribute their expertise to the many online conferences and webinars that were organised by our members, affiliates and partners. Only events in which ENQA representatives had an active role (as speakers, moderators, panellists or experts) are included.

- Georgian National Quality Assurance Conference, presentation on the EHEA after Rome 2020 conference, 28 January 2021, online
- European Universities – meeting of Irish HEIs, 26 February 2021, online
- Open U webinar on QA of online education, 26 February 2021, online
- ACA webinar “What’s new in Brussels”, stakeholder panel on future of HE in Europe, 5 March 2021, online
- ARQUS Alliance webinar on microcredentials, 24 March 2021, online
- OBREAL webinar on global quality assurance, 25 March 2021, online
- SIU-AIU Annual Conference on ‘Reimagining Internationalisation: Blended Education as a Catalyst’ webinar, Seminar on Global Quality Assurance, 6 April 2021, online
- ECIU webinar on “Challenges with microcredentials”, presentation on the QA aspects, 28 April 2021, online
- ENIC-NARIC webinar “Fair access to higher education in times of COVID-19”, 4 May 2021, online
- A3ES, NOKUT, QQI and AQU Catalunya conference “Reflecting on the Future of European QA”, 27 May 2021, online
- UDES webinar “Perspectivas y desafíos del aseguramiento de la calidad en la educación superior”, 9 June 2021, online
- MusiQuE webinar on “Quality Assurance in Europe”, presentation, 23 June 2021, online
- DAAD/“bologna hub” event: Micro-credentials, presentation, 1 July 2021, online
- EQAR webinar “ESG Compliance: The Challenges and Lessons Learned from EQAR’s Registration Process”, 6 October 2021, online
- INQAAHE anniversary event, 7-8 October 2021, Barcelona, Spain
- NAKVIS Online Consultation on Quality in Higher Education, 28 October 2021, online
- Internal Quality Assurance in Higher Education Institutions, 10-11 November 2021, online
- ‘New Horizons in Quality Assurance’, 11-12 November 2021, Tenerife, Spain

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<sup>2</sup> The list excludes attendance of ENQA representatives to the BFUG meetings, BFUG WG meetings, project meetings, events organised in the framework of projects ENQA is involved in, the E4 meetings, the EQAF Steering Committee meetings, EQAR executive board and GA meetings, ENQA Board visits to member agencies and ENQA’s own events.

## ANNEX 2: FINANCES – ACCOUNTS 2021

ENQA is funded through a combination of membership fees, external review fees, and project financing. This income is used to sustain all our activities, including the operational expenses of the Secretariat. In 2021, the Association also benefitted from an operating grant of the European Commission.

### Balance sheet

ASSETS		LIABILITIES AND EQUITY	
<b>Fixed Assets</b>	<b>6.404</b>	<b>Own funds</b>	<b>406.251</b>
Financial assets	3.754		
<b>Liquid Assets</b>	<b>1.233.558</b>	<b>Liabilities</b>	<b>833.711</b>
Receivables up to 1 year	94.678	Payables up to 1 year	455.580
Cash	1.117.606	Accruals and deferred income	378.131
Prepayments and deferred charges	21.274		
<b>TOTAL</b>	<b>1.239.962</b>	<b>TOTAL</b>	<b>1.239.962</b>

### Profit and Loss Account

INCOME		EXPENDITURE	
Projects	215.978	Travel and subsistence	106.788
Seminars	0	Office and administration	156.422
Membership and Affiliate fees	429.028	Expert fees	208.540
External Review fees	402.540	Staff	434.380
Expert fees	1.859	Insurances	32.774
Other income	4.393	Other costs	26.870
<b>Operational income</b>	<b>1.053.798</b>	<b>Operational expenditure</b>	<b>965.774</b>
<b>Operational result</b>	<b>88.024</b>		
Financial income	0	Financial costs and taxes	10.961
Extraordinary income	0	Extraordinary expenditure	0
<b>TOTAL RESULT</b>	<b>77.063</b>		