



ANNUAL REPORT 2019

enqa.

European Association for
Quality Assurance in Higher Education



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Message from the President



Dear Colleagues:

In 2019, ENQA continued to represent our membership on the international stage and took our turn in undergoing an external review process. It was a year full of reflection and collaboration in the field of higher education quality assurance.

Our association welcomed three new members in 2019, all of which were ENQA affiliates at the time of their external review. We are pleased to see that affiliates continue to pursue membership and strive for compliance with the *Standards and guidelines for quality assurance in the European Higher Education Area (ESG)*. In the meantime, we also gained four new affiliates, and we look forward to the future collaboration with these organisations.

ENQA completed reviews of 18 agencies over the course of the year. At the same time, we decided it was time to “taste our own medicine” and undergo an external review of our own agency review process. The external review was designed to evaluate the transparency and independence of the ENQA Agency Reviews process and to support the improvement of its usefulness and fitness-for-purpose. We are proud to announce that the [external review report](#) was published in early 2020.

International projects have continued to strengthen our work in Europe and beyond, and we became a partner in two new European projects last year – [Effective Involvement of Stakeholders in External Quality Assurance Activities \(ESQA\)](#) and [Developing a European Approach for Comprehensive Quality Assurance of \(European\) University Networks \(EUUniQ\)](#). In addition, we were awarded funding to coordinate a new project, starting in 2020: [Supporting European Quality Assurance Agencies in meeting the ESG \(SEQA-ESG\)](#). This project aims to support QA agencies and national authorities in six countries (Albania, the Czech Republic, Malta, Moldova, Montenegro, and Slovakia) in the creation of an ESG-compliant QA system. These projects demonstrate that we continue to be a key partner and source of support for not only QA agencies across the European Higher Education Area (EHEA), but also other stakeholders in higher education quality assurance.

Beyond these projects, we have striven to support our members by speaking at events, providing expertise and perspectives on European QA trends, hosting and participating in webinars, and sharing good practice. Our accomplishments in 2019 can be credited to the dedication, enthusiasm and commitment of our members, affiliates, Board, Secretariat, and partners. We would also like to extend our gratitude to the European Commission, which once again awarded ENQA an operating grant to support the development and transparency of quality assurance in higher education.

A handwritten signature in black ink, which appears to read 'C. Grolimund'. The signature is fluid and cursive.

Christoph Grolimund
President of ENQA

Highlights from 2019

ENQA is the representative body for quality assurance agencies in the EHEA. We promote European co-operation in the field of quality assurance in higher education and disseminate information and expertise – among our members and for our stakeholders – to develop and share good practice and to foster the European dimension of quality assurance. In 2019, we are proud to report the following highlights:

1 Our Agency Review process underwent its first external review against standards adapted from parts 2 and 3 of the ESG.

We increased our membership and now represent 55 members from 31 countries in the EHEA and 57 affiliates from 34 different countries around the world.

2

3 119 participants attended our new webinar series in 2019. There were an additional 542 online views of the recordings, indicating a success we hope to continue in 2020.

We partnered in two new European projects and successfully applied for funding to coordinate our own new project, which will begin in 2020.

4

5 The ENQA Leadership Development Programme 2019-2020 began with an improved programme and bigger class size of 24 participants.

Updates on ENQA membership

ENQA MEMBERS

As of 31 December 2019, we have increased our membership to include 55 members in 31 different countries of the EHEA – two more countries than in 2018. The following agencies were granted membership in ENQA in 2019 after a successful external review:



ENQA AFFILIATES

ENQA's work also encompasses our affiliates, which in December 2019 accounted for another 57 organisations with interest in quality assurance operating in Europe, East Asia, the Middle East, and the Americas. In 2019, the following were granted affiliation with ENQA:

- Agency for Control and Quality Assurance of Higher Education (ACQAHE, Montenegro)
- Agency for Recognition and Quality Assurance in Education (ARQA, Kazakhstan)
- Association of Transnational Higher Education Accreditation (ATHEA, Austria)
- Turkish Higher Education Quality Council (THEQC, Turkey)

ENQA management and governance

ENQA GENERAL ASSEMBLY

Our main policy and decision-making body is the General Assembly (GA), which is composed of our member agencies and has European ministerial representatives, ENQA affiliates, and other stakeholders as observers. In 2019, the GA met twice: on [25-26 April in Tallinn, Estonia, hosted by the Estonian Quality Agency for Higher and Vocational Education \(EKKA\)](#), and on [17-18 October in Yerevan, Armenia, hosted by the National Centre for Professional Education Quality Assurance Foundation \(ANQA\)](#).

Importantly in 2019, the GA discussed ENQA's new Strategic Plan for the period 2021-2025. The GA also oversaw important statutory issues, including the approval of the accounts (see Annex 2).

The connected Members' Forum and GA Seminar also gave members an opportunity to discuss the latest and projected developments in European policies for QA and higher education and to share practices and experiences on a range of topics including QA of e-learning and the European Universities Initiative.

ENQA BOARD

The executive body of the association is the Board, which is responsible for implementing the decisions of the GA and for the overall management of the association. In October 2019, the following individuals finished their term on the ENQA Board:



Caty Duykaerts
AEQES, Belgium



Eva Ferreira García
Unibasq, Spain



Stefan Handke
ACQUIN, Germany

We would like to thank Caty, Eva and Stefan for their time, work and dedication. Following the election at the October 2019 GA meeting, the Board was composed of the following members listed below.

Continuing members:

ENQA Presidency



Christoph Grolimund
President
AAQ, Switzerland
2nd term



François Pernot
Vice-President
HCERES, France
1st term



Daniela Cristina Ghițuică
Vice-President
ARACIS, Romania
1st replacement term



Anne Flierman
Treasurer
NVAO, the Netherlands
2nd term



Øystein Lund
NOKUT, Norway
1st term



Christina Rozsnyai
HAC, Hungary
2nd term

Board members elected at the General Assembly meeting in October 2019:



Douglas Blackstock
QAA, United Kingdom
1st term



Antonio Serrano González
ACPUA, Spain
1st term



Ruben Topchyan
ANQA, Armenia
1st term

ENQA SECRETARIAT

ENQA's daily administration and management are conducted by the Secretariat, which employs six staff members in Brussels.

In November 2019, Deputy Director Paula Ranne ended her time with ENQA to pursue new and exciting career opportunities elsewhere. Paula worked at ENQA back when the offices were still in Finland, and she rejoined the team once again in 2014 as Project Manager before taking on her role as Deputy Director in 2015. Known for her cool head, positive attitude and general team spirit, Paula worked diligently to ensure a smooth organisation of Board meetings, ENQA General Assemblies and Members' Forums, and international projects.



In December 2019, the Secretariat was composed of the following individuals:



Maria Kelo
Director



Goran Dakovic
Reviews Manager



Anaïs Gourdin
Project Manager



Milja Homan
Project Officer



Anthony Jasper
Administrative
Officer

Representation and advocacy

One of ENQA's tasks is to represent the interests of our members at the European level and internationally, in European political decision-making processes and in cooperation with stakeholder organisations.

ENQA IN THE BOLOGNA PROCESS

An important part of ENQA's policymaking and representation role is our active participation in the Bologna Follow-Up Group (BFUG). In 2019, in addition to our participation in the regular meetings of the BFUG, ENQA was actively involved in the BFUG Thematic Peer Group on Quality Assurance and in the Coordination Group on Global Dialogue of the Bologna Process.

Our contribution to the Bologna Process is also embodied in our involvement in several Erasmus+-funded projects supporting the implementation EHEA reforms. More about those can be read in the [projects section](#) of this report. Additionally, we strive to support EHEA countries in meeting the Bologna Process key commitment of implementing quality assurance in line with the ESG. In order to

do just that, we successfully applied for Erasmus+ funding to coordinate a project supporting six EHEA countries in building a QA system that aligns with the ESG.

At the EU level, ENQA closely collaborated with the European Commission in 2019 by taking part in consultation processes (e.g. on new programme calls), 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.

COOPERATION WITH THE E4

The longstanding cooperation of the E4 Group (ENQA, EUA, EURASHE and ESU) also continued throughout 2019. The group met four times to discuss common issues of interest in the field of quality assurance, to plan joint activities, and to receive updates on each organisation's activities. As has been the tradition, ENQA continued to provide secretarial support to the group.

The 14th European Quality Assurance Forum (EQAF), which took place in Berlin in November 2019, was jointly organised by the E4 Group and attracted over 500 participants representing a range of QA stakeholders. In 2019, cooperation also took the form of joint project proposals submitted under the Erasmus+ call "Initiatives to support the implementation of EHEA reforms".

MANAGEMENT OF 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. Following an annual rotation, ENQA's Director Maria Kelo took the role of Vice-President in April 2019.

Meetings between the ENQA Board and the EQAR Register Committee take place regularly 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 have a positive review experience for all involved parties. As one of the key users of our external review reports, EQAR was specifically consulted during the drafting of our [Self-Assessment Report for ENQA Agency Reviews](#).

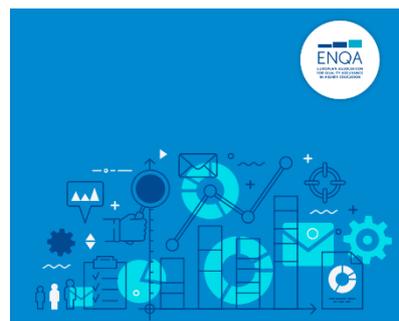
ENQA Agency Reviews

The principal aim of the ENQA Agency Reviews is to assess an agency's compliance with the ESG. The reviews also have a developmental approach and seek to support the continuous enhancement of the agency under review. In line with this, we organised our second [Seminar for Recently Reviewed Agencies](#) in 2019 to give agencies an opportunity to share post-review progress and good practices and discuss challenges and approaches to meeting the expectations of the ESG.

In 2019, we completed the external reviews for 18 quality assurance agencies in 13 countries across the European Higher Education Area. A list of the reviewed agencies can be found in Annex I of this report.

EXTERNAL REVIEW OF ENQA AGENCY REVIEWS

In early 2018, the ENQA GA decided that the ENQA Agency Reviews process should undergo an external review to evaluate its transparency and independence, as well as to support the improvement of its usefulness and fitness-for-purpose. The review was overseen by a steering committee – composed of three representatives from ENQA member agencies and three representatives of the main European-level stakeholder bodies – and was coordinated by the Nordic Institute for Studies in Innovation, Research and Education ([NIFU](#)). The basis for the review was a set of standards adapted from the ESG to make them relevant for the context of ENQA Agency Reviews. The review's [self-assessment report](#) was completed in June 2019 and the site visit to ENQA was held on 17-18 September 2019. In February 2020, the Association received the [final review report](#).



SELF-ASSESSMENT REPORT FOR
ENQA AGENCY REVIEWS 2019



The outcomes of the external review report, as well as reflections taken from the self-assessment report, will feed into a revision of the ENQA Agency Reviews process and ENQA's new Strategic Plan 2021-2025.

ENQA Communication

In line with our Strategic Plan 2016-2020, we aim to be a key source of reliable information, expertise and know-how on quality assurance. To do so, we have begun to revamp our presence on social media and taken advantage of online tools to better provide information and news to our network.

SOCIAL MEDIA

In 2019, our social media presence increased on all platforms:

1,505 page likes on [Facebook](#)
(+415 in 2019)

2,399 followers on [Twitter](#)
(+341 in 2019)

1,547 followers on [LinkedIn](#)
(+462 in 2019)

ENQA NEWSLETTER

The ENQA Newsletter continued to provide information to our membership and network through 2019. While the Newsletter has been sent out quarterly for the past seven years, we will discontinue it in 2020 and will focus instead on other channels to renew our communication strategy. The Note from the President continued to provide members and affiliates with important news, information on opportunities to get involved in our activities, as well as updates on decisions taken by the Board and GA at their meetings throughout the year.

ENQA 2019 WEBINAR SERIES

After popular demand, we launched our new webinar series in 2019 and tackled four different topics over the course of year. Each webinar provided participants with an opportunity to hear about a

specific topic or project, ask questions, and share their own experiences. In 2019, the following topics were covered:

- 1) The project “Harmonisation of African Higher Education Quality Assurance and Accreditation (HAQAA Initiative)”
- 2) Subject-specific approaches to external quality assurance
- 3) Plugging the information gap – facilitating recognition through access to external quality assurance results. This webinar was hosted by EUA and co-hosted by ENQA and EQAR.
- 4) How to prepare a good self-assessment report for an ENQA Agency Review – Value of the process for the agency’s development.

Recordings of the webinars can be found on the [ENQA YouTube page](#) or the [webinar page of the ENQA website](#).

ENQA Projects

ENQA is involved 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 one serves to develop or improve one of the many facets of quality assurance. Below are some of the main achievements of the past year related to a selection of ENQA projects, including several that concluded in 2019.

TOWARDS A NATIONAL QUALIFICATIONS FRAMEWORK FOR JORDAN (NQF-J), 2015-2019

The [NQF-J project](#) aimed to support the structural reform of the higher education system in Jordan by developing a qualifications framework for higher education and implementing it at different institutional levels. In January 2019, we organised a networking event in Brussels for the project partners with a focus on qualifications frameworks in Europe. In March 2019, we participated in and contributed to the project’s final conference in Amman, Jordan where the experiences of implementing the NQF-J were discussed.



SUPPORT TO HIGHER EDUCATION IN ASEAN REGION (SHARE), 2015-2019

We have been involved in [a large-scale international project](#) to support the harmonisation of ASEAN higher education since 2015. One of the key activities of the project relates to QA and qualifications frameworks, and the project aims to consolidate the ASEAN regional quality assurance framework (AQAF). In 2019, our contribution covered the organisation of: a training for the ASEAN QA Network (AQAN) staff; a study visit of reviews managers to observe an ENQA Agency Review site visit and job-shadow our Reviews Manager; a policy advice meeting between Board members of AQAN and ENQA. We also contributed to the preparations of a second phase of the project, “SHARE 2”, which

will implement agency review processes and consultancy activities for agencies in the ASEAN region and support capacity building for AQAN and its staff.

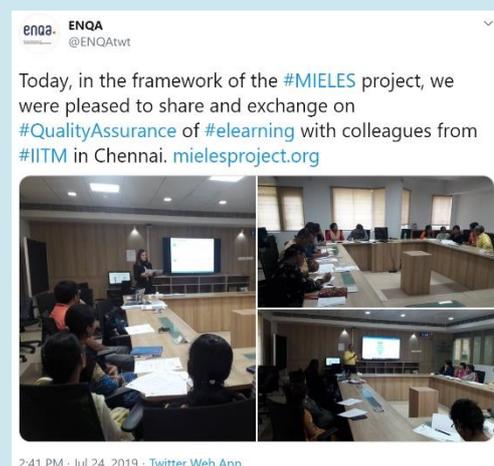


LINKING ACADEMIC RECOGNITION AND QUALITY ASSURANCE (LIREQA), 2016-2019

The [LIREQA](#) project contributed to fair recognition of qualifications by developing and publishing [recommendations](#) to better relate academic recognition with both internal and external quality assurance. This is in line with the ESG 2015's expectation to align institutional recognition with the principles of the Lisbon Recognition Convention and to foster cooperation with HEIs, QA agencies, and ENIC-NARIC centres. In May 2019, we contributed to the development of the recommendations and to the project's final conference in Vilnius.

MODERNISING AND ENHANCING INDIAN E-LEARNING EDUCATIONAL STRATEGIES (MIELES), 2016-2019

The [MIELES](#) project aimed to modernise and enhance access to the Indian higher education system by supporting the development of diverse institutional e-learning strategies. In July 2019, we conducted a training on quality assurance of e-learning in Chennai, India in co-operation with the Indian Institute of Technology Madras (IITM).



AN ADAPTIVE TRUST-BASED E-ASSESSMENT SYSTEM FOR LEARNING (TESLA), 2016-2019

Since 2016, we have been a partner in the Horizon 2020 [TeSLA](#) project, which aimed to develop a system that facilitates online examinations in a way that guarantees authentication and authorship. In 2019, as one of the main outputs of the project, ENQA and the other QA partners developed a [Framework for the Quality Assurance of e-Assessment](#) (FQAeA). The framework is designed in line with the ESG and accommodates the specific characteristics of e-learning and particularly e-assessment, with the main objective of improving and enhancing educational standards in the various forms of e-assessment.



INTEGRATING ENTREPRENEURSHIP AND WORK EXPERIENCE INTO HIGHER EDUCATION (WEXHE), 2017-2019

The [WEXHE](#) project brought together enterprises, associations, and universities to identify and analyse the current provision of work experience and entrepreneurship in European higher education. In 2019, we analysed the applicability of the ESG to quality assurance of work-based learning, and [presented the findings at EQAF 2019](#). In October 2019, ENQA and EURASHE co-organised a [policy workshop](#) on the outcomes of the WEXHE project.

ENHANCING QUALITY ASSURANCE MANAGEMENT IN MOROCCO (EQUAM-M), 2017-2020

We have been involved in the [EQuAM-M](#) project since October 2017, along with universities and quality assurance organisations from Morocco and Europe. The project's aim is to assist Morocco in its ambition to further develop and enhance the national quality assurance agency in the country. In March 2019, we organised a round table event in Brussels, presenting the European experience of internal and external quality assurance to the Moroccan partners. We also helped to develop a Code of Practice for the Management of QA, collecting some best practices from Europe.



DEVELOPING A EUROPEAN APPROACH FOR COMPREHENSIVE QA OF (EUROPEAN) UNIVERSITY NETWORKS (EUNIQU), 2019-2021

The [EUniQ](#) project, coordinated by our Dutch-Flemish member NVAO on behalf of the Flemish Ministry of Education, aims to provide a roadmap for QAAs to jointly develop QA methodologies suited for the evaluation of European University Networks. We helped to organise the kick-off conference for agencies and representatives of some of the selected networks in October 2019. Several of our member agencies are involved in this project.

EFFECTIVE INVOLVEMENT OF STAKEHOLDERS IN EXTERNAL QUALITY ASSURANCE ACTIVITIES (ESQA), 2019-2021

The [ESQA](#) project examines and explores stakeholder involvement in external quality assurance (EQA) with the aim of making this engagement effective and diversified. The main activities of the project include: a study that maps stakeholder engagement in EQA in the EHEA; peer-learning activities; and a guide which will support the improvement of effective stakeholder involvement. In 2019, we began the coordination of the study on stakeholder involvement in EQA by launching a survey for all our member agencies and by analysing external review reports from ENQA Agency Reviews. The findings of the study will be published in 2020.



ENQA LEADERSHIP DEVELOPMENT PROGRAMME 2019-2020

After a successful run of the ENQA Leadership Development Programme (LDP) in 2018, a [second round of the programme](#) began in 2019 with an improved programme and a bigger class size of 24 participants. The programme was developed by and delivered under the lead of the Center for Higher Education Policy Studies (CHEPS), University of Twente, the Netherlands. The ENQA Leadership programme was designed to provide an intensive European peer-learning experience for high-potential mid-level to early-senior professional staff at QA agencies to develop their understanding of the European QA framework and the leadership skills required to work effectively as team leaders within agencies, in reviews, and with external stakeholders.



In 2019, ENQA also published a new report from participants of the ENQA Leadership Development Programme 2018. The report, titled [Innovation in Teaching and Learning as Part of External Quality Assurance Approaches](#), feeds directly from the work done in a small group project of the LDP and was written by the participants Anca Greere (QAA), Anne Martens (NVAO), Robin Moberg (UKÄ) and Michel Julien Robert (HCERES).

OTHER PROJECTS

In 2019, ENQA was also involved in the following projects:

Programme Evaluation for Transparency and Recognition of Skills and Qualifications (TLQAA+), 2016-2019

Towards Excellence in Engineering Curricula for Dual Education (TEEDE), 2016-2020

Database of External Quality Assurance Results (DEQAR), 2017-2019

Facilitating implementation of the European Approach for Quality Assurance of Joint Programmes (ImpEA), 2017-2020

Looking forward to 2020 and beyond

While this past year was full of reflection and international collaboration, both within our membership and beyond, we know that 2020 will also bring many interesting developments and important changes. The outcomes of the external review of ENQA Agency Reviews – both from the [external review report](#) and the reflections in our [self-assessment report](#) – will feed into changes for the ENQA Agency Reviews process and methodology. The ENQA Board and Secretariat will continue their work to develop the Strategic Plan 2021-2025, based on consultation with members. The new Strategic Plan will be presented for approval at the ENQA's Members' Forum in April 2020.

International collaboration will continue to play an important role in ENQA's work, especially with the new project that ENQA will launch: Supporting European QA Agencies in meeting the ESG ([SEQA-ESG](#)). ENQA will also actively work in the Bologna Process context in the coming year, ensuring support for a lasting key commitment to quality assurance, keeping in mind the important EHEA Ministerial Conference in November 2020.

And finally, 2020 will also mark our 20th anniversary – a time to reflect on the association's developments over these past two decades, celebrate our work and accomplishments, and strive for an even better future in higher education quality assurance.

Annexes

ANNEX I: ENQA AGENCY REVIEWS COMPLETED IN 2019

In 2019, ENQA coordinated and completed the external reviews for the following agencies:

- Agency for Evaluation and Accreditation of Higher Education (A3ES), Portugal
- Andalusian Agency of Knowledge, Department of Evaluation and Accreditation (AAC-DEVA), Spain
- Quality Assurance Agency for the University System in Castilla y León (ACSUCYL), Spain
- Agency for Quality Assurance in the Galician University System (ACSUG), Spain
- Accreditation Agency in Health and Social Sciences (AHPGS), Germany
- Agency for Quality Assurance in Higher Education and Career Development (AKKORK), Russia
- National Agency for the Evaluation of Universities and Research Institutes (ANVUR), Italy
- Agency for Quality Assurance and Accreditation Austria (AQ Austria), Austria
- Commission des Titres d'Ingénieur (CTI), France
- Cyprus Agency of Quality Assurance and Accreditation in Higher Education (CYQAA), Cyprus
- Evaluation Agency of Baden-Württemberg (evalag), Germany
- Institutional Evaluation Programme (EUA-IEP), European
- Kosovo Accreditation Agency (KAA), Kosovo
- National Center for Educational Quality Enhancement (NCEQE), Georgia
- National Centre of Public Accreditation (NCPA), Russia
- Quality and Qualifications Ireland (QQI), Ireland
- Agency for the Quality of the Basque University System (Unibasq), Spain
- Flemish Higher Education Council - Quality Assurance (VLUHR QA), Belgium

The external review reports can be found on the [ENQA website](#).

ANNEX 2: FINANCES

We are 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 2019, we also benefitted from an operating grant from the European Commission.

ACCOUNTS 2019

Balance sheet			
ASSETS		LIABILITIES AND EQUITY	
Fixed Assets	0	Own funds	238 012
Office equipment and furniture	0		
Liquid Assets	1 089 786	Liabilities	851 774
Receivables up to 1 year	547 878	Payables up to 1 year	343 982
Cash	518 282	Accruals and deferred income	507 792
Prepayments and deferred charges	23 626		
TOTAL	1 089 786	TOTAL	1 089 786

Profit and Loss Account			
INCOME		EXPENDITURE	
Projects	219 888	Travel and subsistence	167 317
Seminars	22 667	Office and administration	167 929
Membership and Affiliate fees	387 380	Expert fees	232 590
External Review fees	453 073	Staff	412 624
Other income	2 349	Insurances	34 414
		Other costs	34 320
Operational income	1 085 357	Operational expenditure	1 049 194
Operational result	36 163		
Financial income	5	Financial costs and taxes	2 627
Extraordinary income	0	Extraordinary expenditure	0
TOTAL RESULT	33 541		

ENQA ANNUAL REPORT 2019

This report presents the highlights and achievements from ENQA's work in 2019.



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