ANNUAL REPORT 2020

20 years
enqa.

CONTENTS

Message from the President

Dear Colleagues,

2020 was a special and unusual year for many reasons, marking ENQA's 20th anniversary in the midst of a global pandemic that impacted the daily lives of everyone around the world. For ENQA specifically, this has meant postponing or moving many activities online, including events and our Agency Reviews. Throughout the year, we strived to be a platform for members and affiliates to share information and experience, and we offered a programme of webinars and a collection of case studies on how agencies were tackling the new problems they were facing. We are very grateful to members and affiliates that have continued to contribute, engage with us, and support each other during the challenges of 2020. One positive outcome of the move online is that it has allowed us to reach a wider audience than is possible with physical events, and we will be looking at ways to maintain that in the future.

Despite the pandemic, there have been many accomplishments to celebrate throughout the year. Following intense work by the Board and consultation with the ENQA membership, the Strategic Plan 2021-2025 was approved by the General Assembly in April 2020. Work plans for the coming years will be developed annually in line with this new strategy, which aims to sharpen ENQA's profile as a membership association and enhance ENQA's role in driving the development of external quality assurance. I would like to thank everyone who has engaged with the Board during this process, enabling us to develop a strategy that best represents the diversity of our membership and provides a vision for the years ahead.

2020 was also a year of self-reflection and analysis of how we want to run ENQA Agency Reviews in the future. The final report of the external review of the ENQA Agency Reviews was published in February 2020, and much time and thought has been invested in addressing the outcomes of the review in consultation with the ENQA membership. The resulting changes to the review methodology were presented to the membership in April 2021 and a concept for targeted reviews, developed in cooperation with EQAR, will continue to be refined in the coming months. Among other things, these changes aim to enhance the added value of the process for agencies that have already undergone several rounds of external review.

The most visible change to ENQA in 2020 has of course been our new visual image. ENQA has a new logo, and we launched a new website in early 2021. As well as refreshing our branding, ENQA is also working to enhance its communication with members and wider stakeholders to ensure that we remain a visible and valuable presence in the European higher education sector.

In 2020 we continued our international cooperation, notably through involvement in projects with members, affiliates and stakeholders. Several new projects launched during the year, including an ENQA-led initiative (SEQA-ESG) to support affiliates in six countries of the EHEA to develop quality assurance systems in line with the ESG. ENQA's expertise has also been in demand beyond the European Higher Education Area, through involvement in quality assurance activities in Africa, Asia and Latin America.

As this is my first time introducing an ENQA Activity Report, I wanted to conclude my message by thanking the membership for its trust in me to lead the Association as President. I would like to thank Christoph Grolimund and Anne Flierman, who ended their terms on the Board, and as President and Treasurer respectively, in April 2021 and have worked tirelessly in recent years to ensure the success of our Association. A special thanks also goes to Maria Kelo and the ENQA Secretariat who have continued to adapt to difficult circumstances and support the work of the Board without missing a beat.

2021 and the years beyond will continue to provide new challenges for us to face. The new agency review processes will need to be implemented effectively to reinforce the value of an ENQA review. We will need to design services that deliver even greater value for members and affiliates, to support agencies in their development and to reinforce the Board's engagement with the membership in order for us to reflect and act upon what we hear from you. A changing higher education environment, growing field of international accreditation, and broader societal changes will force us to explore new questions on sustainability and ethics but also find ways for the ESG to remain fit-for-purpose – including reflecting the multiple tracks that many agencies are on. As many agencies are developing new services that take quality assurance in new directions, the Board wants to ensure that ENQA encourages, not stifles, innovation.

I hope that the ENQA family will be able to meet again in person soon, but in the meantime, we will continue to put in the work to strengthen this community!

Sincerely,

Douglas Blackstock
ENQA President

Highlights from 2020

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 2020, we are proud to report the following highlights:

1   ENQA celebrated its 20th anniversary with a publication that included articles from former and current Board members, ENQA Members and Affiliates, and perspectives on the future.

2   The new Strategic Plan 2021-2025 was adopted by the General Assembly at its online meeting on 29 April 2020.

3   We increased our membership and now represent 56 members from 32 countries in the EHEA.

4   The COVID-19 pandemic pushed most of ENQA's events online, but the events were a success with hundreds of people attending ENQA webinars or watching recordings afterwards.

5   The external review of ENQA Agency Reviews was finalised in early 2020. The findings have helped revitalise the process and find new ways to focus on enhancement.

20 years of ENQA

In 2020, we celebrated our 20th anniversary! While festivities originally planned for the Members' Forum in April had to be postponed, the year was spent reflecting on past work and future aspirations for the Association. To commemorate the occasion, we launched a call to our membership to reflect on the past, present and future of ENQA and of quality assurance. The result was a publication containing many contributions we received from across the European Higher Education Area. It includes case examples from members and affiliates, commentary from current and former ENQA Board members, and perspectives for the future. The publication, titled "Advancing quality in European higher education: celebrating 20 years of ENQA", is available on the ENQA website.

Updates on the ENQA membership

ENQA MEMBERS

As of 31 December 2020, we increased our membership to include 56 members in 32 different countries of the EHEA – one more country than in 2019. The following agencies were granted membership in ENQA in 2020 after a successful external review:

Turkish Higher Education Quality Council, (THEQC, Turkey)

The Swedish Higher Education Authority (UKÄ, Sweden)

ENQA AFFILIATES

ENQA's work also encompasses our affiliates, which in December 2020 accounted for another 54 organisations with interest in quality assurance operating in Europe, East Asia, the Middle East, and the Americas. While this number is lower than in 2019, this is in part because affiliates continue to work towards ESG-compliance in order to become ENQA Members, with both THEQC and UKÄ (former ENQA affiliates) being granted membership in during the year. In 2020, the following organisations were granted affiliation with ENQA:

- IKCA - Independent Kazakhstan Center of Accreditation (Kazakhstan)
- NAQA – National Agency for Higher Education Quality Assurance (Ukraine)

- NEAQA – National Entity for Accreditation and Quality Assurance in Higher Education (Serbia)
- SISQE – State Inspectorate for Supervision of Quality in Education (Uzbekistan)

ENQA management and governance

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 2020, the Board was made up of the following individuals:

ENQA Presidency

Christoph Grolimund
President
AAQ, Switzerland
2nd term

François Pernot
Vice-President
HCERES, France
1st term

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

Anne Flierman
Tresurure
NVAO, the Netherlands
2nd term

Øystein Lund
NOKUT, Norway
1st term

Christina Rozsnyai
HAC, Hungary
2nd term

Douglas Blackstock
QAA, United Kingdom
1st term

Antonio Serrano González
ACPUA, Spain
1st term

Ruben Topchyan
ANQA, Armenia
1st term

Normally the terms of Christoph Grolimund, François Pernot and Daniela Cristina Ghiţulică would have come to an end in October 2020. However, due to the COVID-19 pandemic, the General Assembly voted to extend their terms by six months and postpone the elections until April 2021. For this reason, all nine Board members served for the entire year in 2020.

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 2020, the COVID-19 pandemic pushed the General Assembly meetings online. They took place on 29 April and on 22 October.

At its meeting in April, the General Assembly formally adopted the new Strategic Plan for the period 2021-2025. Normally elections would have taken place during the October General Assembly meeting, but due to the pandemic the elections were postponed until April 2021. Instead, the GA voted to extend the terms of the three Board members whose terms would have ended in October 2020, including the term of the President.
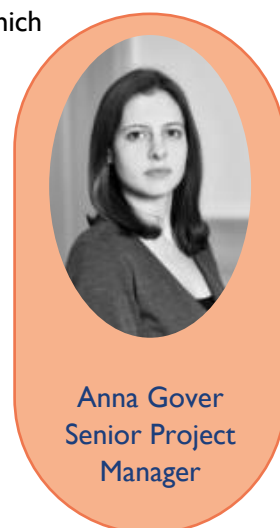
In conjunction with the GA meetings, ENQA organised a series of webinars to replace the normal Members' Forum and GA Seminar that would have taken place.

ENQA SECRETARIAT

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

In February 2020, Anna Gover joined the ENQA Secretariat as a Senior Project Manager. In this role she coordinates the work of the ENQA Board and General Assembly, manages membership relations and communication, and represents ENQA at external meetings and events. She is also responsible for ENQA's contribution to the HAQAA Initiative, which supports the harmonisation of quality assurance in Africa. Before joining ENQA, Anna worked for the European University Association (EUA) where she worked on the association's quality assurance activities, including coordinating the European Quality Assurance Forum (EQAF) and managing their external quality assurance agency, the Institutional Evaluation Programme (IEP).

Anna Gover
Senior Project
Manager

In addition to Anna Gover, the Secretariat was composed of the following individuals:

Maria Kelo
Director

Anaïs Gourdin
Senior Project
Manager

Goran Dakovic
Reviews Manager

Milja Homan
Project and
Reviews Officer

Anthony Jasper
Administrative and
Finance Officer

Representation and advocacy

One of ENQA's key activities is to represent the interests of our members at the European level and internationally, in European political decision-making processes and in cooperation with other 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 2020, in addition to its regular participation in the BFUG, ENQA was also actively involved in the BFUG Thematic Peer Group C on Quality Assurance and in the Coordination Group on Global Dialogue of the Bologna Process.

ENQA attended the Bologna Ministerial Conference which took place in November 2020. As preparatory input, ENQA published a statement on behalf of its members and contributed to the quality assurance sections of the the Bologna Implementation Report 2020. During the conference, the ENQA President made a statement in a panel session with several of the consultative members of the BFUG.

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. At the EU level, ENQA closely collaborated with the European Commission in 2020 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.

COOPERATION WITH THE E4

ENQA continued its long-standing cooperation with the E4 Group (ENQA, EUA, EURASHE and ESU) throughout 2020. During the year, the E4 met four times to discuss common issues of 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 and took place online in November 2020. Two ENQA representatives serve on the EQAF Programme Committee contributing to the development of the programme, and several ENQA members and affiliates gave presentations during the event.

The ESG in the changing landscape of higher education
Statement by the E4 Group, August 2020

In August 2020, the E4 Group published a joint statement on the implementation of the ESG and their role in the changing higher education landscape. The statement called for a more flexible use and interpretation of the ESG and committed to a continuous stakeholder dialogue to inform any future revision of the ESG.

COOPERATION WITH 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 regularly 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.

The meeting in 2020 took place on 16 September 2020. ENQA informed EQAR of the upcoming changes to the methodology for the ENQA Agency Reviews following the external review. ENQA and EQAR also agreed to work together to explore a concept for third and subsequent agency reviews that focuses on enhancement, while still providing the necessary information regarding compliance with the ESG. Prior to the meeting, ENQA and EQAR also worked together to prepare a new template for the Terms of Reference for ENQA Agency Reviews. As of 1 July 2020, ENQA, EQAR and the agency under review sign one joint document (i.e. a tripartite agreement) to define the terms of reference for an agency that wishes to (re)apply for ENQA membership and registration on EQAR.

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. This enhancement approach is highlighted and strengthened in the revision of the Guidelines for ENQA Agency Reviews, which were completed in 2021.

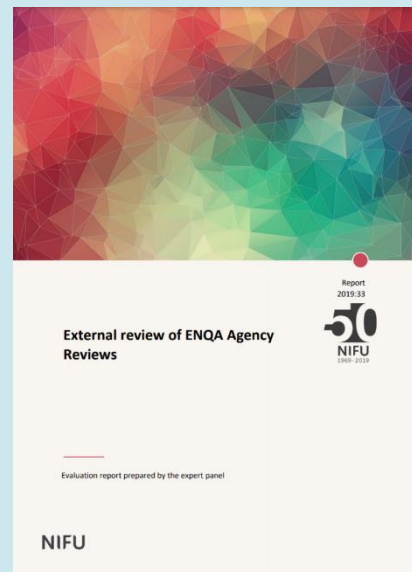In 2020, we completed the external reviews for 7 quality assurance agencies from across the European Higher Education Area. A list of the reviewed agencies can be found in Annex 1 of this report.

EXTERNAL REVIEW OF ENQA AGENCY REVIEWS

In early 2018, the ENQA General Assembly 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. After undergoing the review, ENQA received the final review report in February 2020.

The outcomes of the external review report, as well as reflections taken from the self-assessment report, fed into a revision of the ENQA Agency Reviews process – including the Guidelines for ENQA Agency Reviews – and ENQA's new Strategic Plan 2021-2025. The new guidelines were drafted by a committee of Secretariat staff following a series of online consultations with members and affiliates in May and June 2020, the discussions within the Board throughout 2020, and the 4th Reviewers Seminar organised in February 2021. The revised guidelines were presented to the General Assembly for information at its April 2021 meeting, with several new elements introduced, including:

Report
2019:33

External review of ENQA Agency Reviews

Evaluation report prepared by the expert panel

NIFU

- a better-defined purpose and scope of ENQA Agency Reviews;
- changes in the application and decision-making procedure for ENQA membership;
- a refined structure for the self-assessment report;
- a 3-point compliance assessment;
- a tripartite Terms of Reference with EQAR;
- a new approach to the progress visit;
- strengthened approach to the internal quality assurance of ENQA Agency Reviews (a newly developed policy document, introduction of the Agency Review Committee);
- consideration of online elements and more.

Some of the reviews starting in 2020 already benefitted from the tripartite Terms of Reference with EQAR. In 2020, ENQA also paid particular attention to virtual site visits as, due to COVID-19 travel restrictions, all the reviews planned for the year were conducted fully online. The online site visits follow ENQA's Protocol for online site visits as established in summer 2020.

enqa. **ENQA** @ENQAtwt · Apr 23

Following a thumbs-up from our Members and Affiliates, ENQA will continue to work on a proposal for **targeted** reviews to bring additional value to external QA of agencies. #GeneralAssembly #EHEA #accountability #enhancement

IN THE WORKS   enqa.

Targeted Reviews
a new proposal with EQAR

In autumn 2020, ENQA and EQAR established a working group to address the evaluation fatigue related to the third and subsequent reviews against the ESG. A proposal for a targeted review aims to continue providing something meaningful as part of a review process, while safeguarding the need for a cyclical provision of trust in the EHEA. The proposal was drafted in early 2021 and is expected to be approved by the ENQA Board in June 2021 and by EQAR in July 2021.

ENQA Communication

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

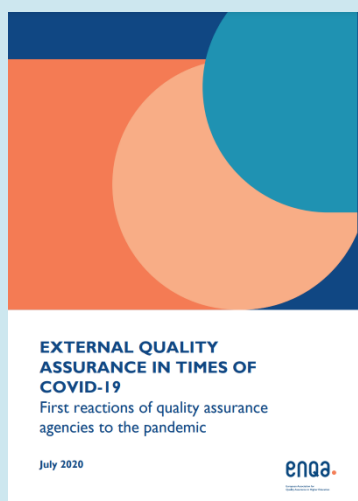19 pandemic provided a unique opportunity to take advantage of online tools and learn how to do #QAfromHome.

SOCIAL MEDIA

In 2020, our social media presence increased on all platforms:

1,763 page likes on Facebook (+258 in 2020)

2,757 followers on Twitter (+358 in 2020)

2,251 followers on LinkedIn (+704 in 2020)

EXTERNAL QUALITY ASSURANCE IN TIMES OF COVID-19
First reactions of quality assurance agencies to the pandemic

July 2020

enqa.

When the COVID-19 pandemic forced the world into lockdown and a new reality of working from home, ENQA asked its membership to share experiences of how the agencies were adapting to the change. The hashtag #QAfromHome was used across social media platforms to exchange ideas and to provide examples of ways work could continue in a virtual environment. Some of the experiences were then also shared with the ENQA Secretariat directly and disseminated in a publication for information on ways agencies could move forward in the challenging circumstances. The publication was periodically updated and provided insight into the first reactions from QA agencies to the pandemic while the world was still reacting to the initial changes. More resources are available to the ENQA membership in the Members' Area of the website.

ENQA 2020 WEBINAR SERIES

While the ENQA webinar series was already well received in 2018 and 2019, the virtual working environment caused by the COVID-19 pandemic allowed ENQA to focus on a 2020 series that would prove helpful for the membership facing these new challenges. Throughout the year, we held five webinars, two of which focused on different aspects of the corona pandemic and working from home. Each webinar provided participants with an opportunity to hear about a specific topic or project, ask questions, and share their own experiences. In 2020, the following topics were covered:

1) Trust-based e-assessment in higher education, discussing outcomes of the "Trust-based Authentication and Authorship e-assessment analysis (TeSLA)" project
2) A webinar for agencies' CEOs on their strategic response to COVID-19
3) Online site visits and external quality assurance in times of COVID-19
4) An update on the Bologna Process
5) Use of indicators in higher education

Recordings of the webinars can be found on the ENQA YouTube page. The recording of the webinar for agencies' CEOs is available in the Members' Area of the ENQA website.

ENQA Projects

ENQA is involved in various transnational, EU-funded projects. These projects provide opportunities to collaborate among ENQA agencies and various other actors in the field of higher education, to

develop various aspects of quality assurance, and to increase our knowledge base in order to inform policy making. Below are some of the main achievements of the past year related to a selection of ENQA projects, including several that concluded in 2020.

SUPPORTING EUROPEAN QA AGENCIES IN MEETING THE ESG (SEQA-ESG), 2020-2022

This is an ENQA-coordinated project that began in the summer of 2020. The main objective of the project is to support quality assurance (QA) agencies and national authorities in six countries (Albania, the Czech Republic, Malta, Moldova, Montenegro, and Slovakia) to create an ESG-compliant QA system, which is one of the Bologna Process key commitments. The project launched with a virtual kick-off event on 28 May and began the first counselling visits to the countries in the autumn. The visits were designed to help the stakeholders in each country identify changes that would need to take place in order to reach ESG compliance. In October 2020, ENQA launched a video on social media to give an overview of the project and highlight stories and experiences from some of the project partners.
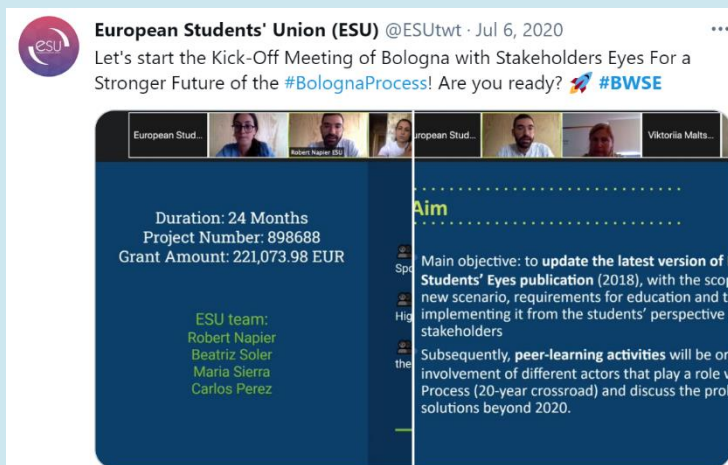

HARMONISATION OF AFRICAN HIGHER EDUCATION QUALITY ASSURANCE AND ACCREDITATION (HAQAA2 INITIATIVE), 2019-2022

HAQAA2 has the overall objective to improve the quality and harmonisation of African higher education and support students' employability and mobility across the continent. During 2020, ENQA coordinated the work of a Task Force in analysing the outcomes of the external reviews of African quality assurance agencies against the African Standards and Guidelines for Quality Assurance, which took place under the first phase of the Initiative in 2018. That work provided the basis for improvements to be made for the next round of agency reviews, which take place in 2021, also coordinated by ENQA. ENQA also contributed expertise to a working group exploring the feasibility of a pan-African continental agency to oversee quality assurance of higher education.

BOLOGNA WITH STAKEHOLDERS EYES FOR A STRONGER FUTURE OF THE BOLOGNA PROCESS (BSWE FORWARD), 2020-2022

The overall aim of the BSWE FORward project is to update the latest version of the Bologna with Students' Eyes publication, which explores student perceptions of the Bologna Process implementation and identify areas for improvement. Furthermore, the project organises cross-stakeholder peer-learning activities to address the most important issues identified and seeks solutions beyond 2020. Having the responsibility to monitor the quality of the project activities and management and to evaluate the impact of the project, ENQA kicked off this project in 2020 by developing a quality and monitoring plan which it will implement throughout the project's duration. ENQA participated in the project's online kick-off meeting in July 2020.

European Students' Union (ESU) @ESUtwt · Jul 6, 2020
Let's start the Kick-Off Meeting of Bologna with Stakeholders Eyes For a Stronger Future of the #BolognaProcess! Are you ready? 🚀 #BWSE

Duration: 24 Months
Project Number: 898688
Grant Amount: 221,073.98 EUR

ESU team:
Robert Napier
Beatriz Soler
Maria Sierra
Carlos Perez

Aim

Main objective: to **update the latest version of Students' Eyes publication** (2018), with the scope new scenario, requirements for education and t implementing it from the students' perspective stakeholders

Subsequently, **peer-learning activities** will be org involvement of different actors that play a role v Process (20-year crossroad) and discuss the prob solutions beyond 2020.

MICROCREDENTIALS LINKED TO THE BOLOGNA KEY COMMITMENTS (MICROBOL), 2020-2022

This project, coordinated by the Flemish Ministry of Education and Training, was launched in 2020. ENQA is responsible for the provision of external quality assurance expertise and takes part in the

ENQA @ENQAtwt · Aug 31, 2020
ENQA is now live, co-hosting the #Microbol Kick-off Conference. This morning we're discussing #microcredentials in the **Microbol** webinar!

Coffee break

microbol

Kick-off Conference 31 August 2020

project's three working groups: on quality assurance, qualifications' frameworks, and recognition, exploring in each case the role of quality assurance and the applicability of the ESG to the short learning experiences. In 2020, ENQA organised the kick-off conference for the project on 31 August and its related working groups on 1 September. More information on the outcomes can be found on the project website.

ENHANCING QUALITY MANAGEMENT AND RECOGNITION IN LATIN AMERICAN UNIVERSITIES TO UNDERPIN THE LATIN AMERICAN HIGHER EDUCATION SPACE (EQUAM-LA), 2019-2022

EQUAM-LA has the objective to support universities and national agencies from Latin America to work together to improve and reinforce internal QA management and processes and link them to specific areas, like recognition, so as to underpin regional integration. The project involves HEIs, QA agencies, organisations and ministries from Latin America and Europe. The project kicked-off in May 2020 online in replacement of the face-to-face kick-off meeting that was supposed to be organised in Murcia, Spain in March 2020. The partners have thus redesigned activities to be performed online.
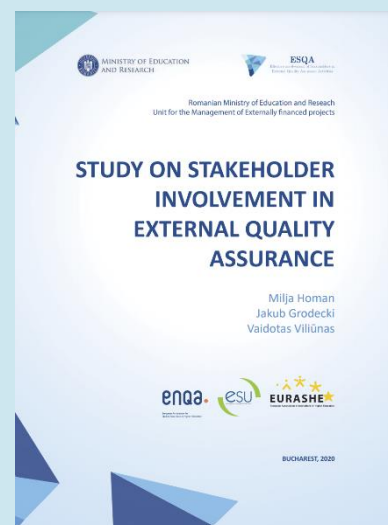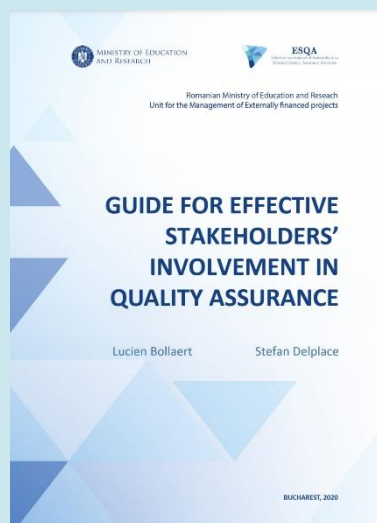
Enhancing the Coverage and Connectivity of QA in the EHEA through DEQAR (DEQAR CONNECT), 2020-2022

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 – and consists of two strands: 1) expand coverage to EHEA countries currently under-represented in DEQAR by supporting the participation of agencies that could not join DEQAR in the first stage; 2) 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 (associate partners act as members of the Advisory Group that consults the project on key decisions related to the project implementation) and joined the first Advisory Group meeting on 8 July 2020.

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. In 2020, ENQA coordinated and finalised a study that maps stakeholder engagement in external quality assurance in the EHEA. The study covers a variety of topics linking to external quality assurance, such as benefits, barriers, communication and training. The first outcomes of the study were presented by ENQA in January in Ghent, Belgium during a peer-learning activity organised in conjunction with the meeting of the Bologna Peer Support Group on Quality Assurance, and the final study was published in September. The study was used by the consortium to develop a Guide for effective stakeholders' involvement in quality assurance which aims to provide guidance primarily to the quality assurance agencies and national authorities in the EHEA for strengthening dialogue and cooperation with stakeholders, as well as for their effective involvement in quality assurance processes. The outcomes of the guide were presented during an online peer-learning activity in October.

FACILITATING IMPLEMENTATION OF THE EUROPEAN APPROACH FOR QUALITY ASSURANCE OF JOINT PROGRAMMES (ImpEA), 2017-2020

The ImpEA project promoted the implementation of the European Approach for Quality Assurance of Joint Programmes through different activities, including a study and analysis of the state of the art, sharing of good practices and experiences, a set of pilot review processes using the European Approach, and finally the creation of a toolkit to help agencies and institutions to make the best possible use of this European Approach. The project came to an end in December 2020. During the final year of the project, ENQA's specific contribution was a final analytical report and input into the final conference in December 2020. Together with the pilot review processes, the analytical report fed into the preparation of the toolkit, which is designed to be a "one-stop-shop" for agencies and institutions.

The European Approach for Quality Assurance of Joint programmes in 2020

ENQA LEADERSHIP DEVELOPMENT PROGRAMME (LDP) 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.

Mairead Boland @BolandMairead · Mar 4, 2020
How do you build a quality HE system from scratch? 4 very different proposal at @ENQAtwt Leadership Development Programme with @CHEPS_UT, kindly hosted by @NVAO. @QQI_connect

The last seminar of the programme took place in The Hague on 4-6 March 2020. After the seminar, 100% of the participants said they would recommend the programme to an interested colleague at their agency, indicating that programme was valued and useful for their personal development. In the summer of 2020, a call for a third round of the LDP was launched and 20 participants signed up. The start was postponed until summer 2021 due to the COVID-19 pandemic.

OTHER PROJECTS

In 2020, ENQA was also involved in the following projects:

Enhancing Quality Assurance Management in Morocco (EQuAM-M), 2017-2020

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

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

2021 and the search for a "new normal"

2020 was certainly different than anticipated, but it also provided ENQA and the world at large an opportunity to reflect on current practices and adapt to new challenges. While this past year was full of online meetings, figuring out new virtual platforms, cancelations of physical meetings and deep changes in everyday work life, we have continued to make connections within the ENQA membership and beyond that will have a lasting impact. 2021 may begin a slow change to a "new normal", but the tools and experience we gathered in 2020 will continue to prove useful in the future as the entire QA community has learned to take advantage of online tools and virtual meetings.

While the world faced many challenges in the year, it was not all bad; the push to working online allowed ENQA to reach a wider audience with our events, both in terms of more staff within our members and affiliates at events such as the General Assemblies and webinars, but also in terms of the wider stakeholders in the field quality assurance. ENQA was also able to be "present" at more events and meetings as they did not require extensive travel time, but rather just the click of a button. While this next year might not look so different, 2020 has given us the experience to grow and develop effectively even while working online. In 2021, 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. Together with EQAR, a new system of "targeted reviews" will be investigated to help combat review fatigue, and we will continue to look for ways to focus not only on compliance with the ESG but rather foster innovation, enhancement and further sustainability in the QA community.

International collaboration will continue to play an important role in ENQA's work, especially with the new project that ENQA began in 2020: Supporting European QA Agencies in meeting the ESG (SEQA-ESG). While celebrations of our 20th anniversary were cancelled in 2020, we look forward to our next meeting in person with the membership. Until then, we promise to offer the same quality, services and support as always – for now, just virtually!

Annexes

ANNEX 1: ENQA AGENCY REVIEWS COMPLETED IN 2020

In 2020, ENQA coordinated and completed the external reviews for the following agencies:

- AHPGS – Accreditation Agency for Study Programmes in Health and Social Sciences (Germany, partial review)
- AVEPRO – Holy See's Agency for the Evaluation and Promotion of Quality in Ecclesiastical Universities and Faculties (Holy See)
- BAC – British Accreditation Council (United Kingdom)
- madri+d – Madrimasd Knowledge Foundation (Spain)
- NEAQA – National Entity for Accreditation and Quality Assurance in Higher Education (Serbia)
- THEQC – Turkish Higher Education Quality Council (Turkey)
- UKÄ – The Swedish Higher Education Authority (Sweden)

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 2020, we also benefitted from an operating grant from the European Commission.

ACCOUNTS 2020

Balance sheet				
ASSETS			**LIABILITIES AND EQUITY**	
Fixed Assets	**3 754**		**Own funds**	**329 188**
Financial assets	3 754			
Liquid Assets	**1 568 872**		**Liabilities**	**1 243 438**
Receivables up to 1 year	514 209		Payables up to 1 year	265 902
Cash	1 054 662		Accruals and deferred income	977 536
Prepayments and deferred charges	0			
TOTAL	**1 572 626**		**TOTAL**	**1 572 626**

Profit and Loss Account				
INCOME			**EXPENDITURE**	
Projects	266 081		Travel and subsistence	23 492
Seminars	11 333		Office and administration	148 375
Membership and Affiliate fees	343 428		Expert fees	88 734
External Review fees	145 778		Staff	377 236
Expert fees	2 650		Insurances	29 914
Other income	4 681		Other costs	9 622
Operational income	**773 951**		**Operational expenditure**	**677 373**
Operational result	**96 578**			
Financial income	5		Financial costs and taxes	5 407
Extraordinary income	0		Extraordinary expenditure	0
TOTAL RESULT	**91 176**			

ENQA ANNUAL REPORT 2020

This report presents the highlights and achievements

from ENQA's work in 2020.