Standards and Guidelines for Quality Assurance in the European Higher Education Area

European Association for Quality Assurance
in Higher Education

Education and Culture

DG Education and Culture

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towards the european higher education area
bologna process

Foreword

In the Berlin communiqué of 19 September 2003 the Ministers of the Bologna Process signatory states invited the European Network for Quality Assurance in Higher Education (ENQA) 'through its members, in cooperation with the EUA, EURASHE, and ESIB', to develop 'an agreed set of standards, procedures and guidelines on quality assurance' and to 'explore ways of ensuring an adequate peer review system for quality assurance and/or accreditation agencies or bodies, and to report back through the Bologna Follow-Up Group to Ministers in 2005'. The Ministers also asked ENQA to take due account 'of the expertise of other quality assurance associations and networks'.

This report forms the response to this mandate and comes with the endorsement of all the organisations named in that section of the communiqué. The achievement of such a joint understanding is a tribute to the spirit of co-operation and mutual respect that has characterised the discussions between all the players involved. I would therefore like to extend my thanks to the EUA, EURASHE and ESIB together with the ENQA member agencies for their constructive and most valuable input to the process.

This report is directed at the European Ministers of Education. However, we expect the report to achieve a wider circulation among those with an interest in quality assurance in higher education. These readers will hopefully find the report useful and inspirational.

It must be emphasised that the report is no more than a first step in what is likely to be a long and possibly arduous route to the establishment of a widely shared set of underpinning values, expectations and good practice in relation to quality and its assurance, by institutions and agencies across the European Higher Education Area (EHEA). What has been set in motion by the Berlin mandate will need to be developed further if it is to provide the fully functioning European dimension of quality assurance for the EHEA. If this can be accomplished, then many of the ambitions of the Bologna Process will also be achieved. All the participants in the work to date look forward to contributing to the success of that endeavour.

Christian Thune
President of ENQA
February 2005

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Executive Summary

This report has been drafted by the European Association for Quality Assurance in Higher Education (ENQA)[1], through its members, in consultation and co-operation with the EUA, ESIB and EURASHE and in discussion with various relevant networks. It forms the response to the twin mandates given to ENQA in the Berlin communiqué of September 2003 to develop 'an agreed set of standards, procedures and guidelines on quality assurance' and 'to explore ways of ensuring an adequate peer review system for quality assurance and/or accreditation agencies or bodies'.

The report consists of four chapters. After the introductory chapter on context, aims and principles, there follow chapters on standards and guidelines for quality assurance[2]; a peer review system for quality assurance agencies; and future perspectives and challenges.

The main results and recommendations of the report are:

- There will be European standards for internal and external quality assurance, and for external quality assurance agencies.
- European quality assurance agencies will be expected to submit themselves to a cyclical review within five years.
- There will be an emphasis on subsidiarity, with reviews being undertaken nationally where possible.
- A European register of quality assurance agencies will be produced.
- A European Register Committee will act as a gatekeeper for the inclusion of agencies in the register.
- A European Consultative Forum for Quality Assurance in Higher Education will be established.

When the recommendations are implemented:

- The consistency of quality assurance across the European Higher Education Area (EHEA) will be improved by the use of agreed standards and guidelines.
- Higher education institutions and quality assurance agencies across the EHEA will be able to use common reference points for quality assurance.
- The register will make it easier to identify professional and credible agencies.
- Procedures for the recognition of qualifications will be strengthened.
- The credibility of the work of quality assurance agencies will be enhanced.
- The exchange of viewpoints and experiences amongst agencies and other key stakeholders (including higher education institutions, students and labour market representatives) will be enhanced through the work of the European Consultative Forum for Quality Assurance in Higher Education.

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[1] ENQA's General Assembly confirmed on 4 November 2004 the change of the former European Network into the European Association.

[2] The term "quality assurance" in this report includes processes such as evaluation, accreditation and audit.

- The mutual trust among institutions and agencies will grow.
- The move toward mutual recognition will be assisted.

Summary list of European standards for quality assurance

This summary list of European standards for quality assurance in higher education is drawn from Chapter 2 of the report and is placed here for ease of reference. It omits the accompanying guidelines. The standards are in three parts covering internal quality assurance of higher education institutions, external quality assurance of higher education, and quality assurance of external quality assurance agencies.

Part 1: European standards and guidelines for internal quality assurance within higher education institutions

1.1 Policy and procedures for quality assurance: Institutions should have a policy and associated procedures for the assurance of the quality and standards of their programmes and awards. They should also commit themselves explicitly to the development of a culture which recognises the importance of quality, and quality assurance, in their work. To achieve this, institutions should develop and implement a strategy for the continuous enhancement of quality. The strategy, policy and procedures should have a formal status and be publicly available. They should also include a role for students and other stakeholders.

1.2 Approval, monitoring and periodic review of programmes and awards: Institutions should have formal mechanisms for the approval, periodic review and monitoring of their programmes and awards.

1.3 Assessment of students: Students should be assessed using published criteria, regulations and procedures which are applied consistently.

1.4 Quality assurance of teaching staff: Institutions should have ways of satisfying themselves that staff involved with the teaching of students are qualified and competent to do so. They should be available to those undertaking external reviews, and commented upon in reports.

1.5 Learning resources and student support: Institutions should ensure that the resources available for the support of student learning are adequate and appropriate for each programme offered.

1.6 Information systems: Institutions should ensure that they collect, analyse and use relevant information for the effective management of their programmes of study and other activities.

1.7 Public information: Institutions should regularly publish up to date, impartial and objective information, both quantitative and qualitative, about the programmes and awards they are offering.

Part 2: European standards for the external quality assurance of higher education

2.1 **Use of internal quality assurance procedures:** External quality assurance procedures should take into account the effectiveness of the internal quality assurance processes described in Part 1 of the European Standards and Guidelines.

2.2 **Development of external quality assurance processes:** The aims and objectives of quality assurance processes should be determined before the processes themselves are developed, by all those responsible (including higher education institutions) and should be published with a description of the procedures to be used.

2.3 **Criteria for decisions:** Any formal decisions made as a result of an external quality assurance activity should be based on explicit published criteria that are applied consistently.

2.4 **Processes fit for purpose:** All external quality assurance processes should be designed specifically to ensure their fitness to achieve the aims and objectives set for them.

2.5 **Reporting:** Reports should be published and should be written in a style, which is clear and readily accessible to its intended readership. Any decisions, commendations or recommendations contained in reports should be easy for a reader to find.

2.6 **Follow-up procedures:** Quality assurance processes which contain recommendations for action or which require a subsequent action plan, should have a predetermined follow-up procedure which is implemented consistently.

2.7 **Periodic reviews:** External quality assurance of institutions and/or programmes should be undertaken on a cyclical basis. The length of the cycle and the review procedures to be used should be clearly defined and published in advance.

2.8 **System-wide analyses:** Quality assurance agencies should produce from time to time summary reports describing and analysing the general findings of their reviews, evaluations, assessments etc.

Part 3: European standards for external quality assurance agencies

3.1 **Use of external quality assurance procedures for higher education:** The external quality assurance of agencies should take into account the presence and effectiveness of the external quality assurance processes described in Part 2 of the European Standards and Guidelines.

3.2 **Official status:** Agencies should be formally recognised by competent public authorities in the European Higher Education Area as agencies with responsibilities for external quality assurance and should have an established legal basis. They should comply with any requirements of the legislative jurisdictions within which they operate.

3.3 **Activities:** Agencies should undertake external quality assurance activities (at institutional or programme level) on a regular basis.

3.4 **Resources:** Agencies should have adequate and proportional resources, both human and financial, to enable them to organise and run their external quality assurance process(es) in an effective and efficient manner, with appropriate provision for the development of their processes and procedures.

3.5 **Mission statement:** Agencies should have clear and explicit goals and objectives for their work, contained in a publicly available statement.

3.6 **Independence:** Agencies should be independent to the extent both that they have autonomous responsibility for their operations and that the conclusions and recommendations made in their reports cannot be influenced by third parties such as higher education institutions, ministries or other stakeholders.

3.7 **External quality assurance criteria and processes used by the agencies:** The processes, criteria and procedures used by agencies should be pre-defined and publicly available. These processes will normally be expected to include:

- a self-assessment or equivalent procedure by the subject of the quality assurance process;
- an external assessment by a group of experts, including, as appropriate, (a) student member(s), and site visits as decided by the agency;
- publication of a report, including any decisions, recommendations or other formal outcomes;
- a follow-up procedure to review actions taken by the subject of the quality assurance process in the light of any recommendations contained in the report.

3.8 **Accountability procedures:** Agencies should have in place procedures for their own accountability.

1 Context, Aims and Principles

In the Berlin communiqué of 19 September 2003 the Ministers of the Bologna Process signatory states invited ENQA 'through its members, in cooperation with the EUA, EURASHE, and ESIB', to develop 'an agreed set of standards, procedures and guidelines on quality assurance' and to 'explore ways of ensuring an adequate peer review system for quality assurance and/or accreditation agencies or bodies, and to report back through the Bologna Follow-Up Group to Ministers in 2005'. The Ministers also asked ENQA to take due account 'of the expertise of other quality assurance associations and networks'.

ENQA welcomed this opportunity to make a major contribution to the development of the European dimension in quality assurance and, thereby, to further the aims of the Bologna Process.

The work has involved many different organisations and interest groups. First, ENQA members have been extensively involved in the process. Members have participated in working groups, and draft reports have been important elements in the agenda of the ENQA General Assemblies in June and November 2004. Secondly, the European University Association (EUA), the European Association of Institutions in Higher Education (EURASHE), the National Unions of Students in Europe (ESIB) and the European Commission have participated through regular meetings in the 'E4 Group'. Thirdly, the contacts with and contributions from other networks, such as the European Consortium for Accreditation (ECA) and the Central and Eastern European Network of Quality Assurance Agencies (CEE Network), have been particularly valuable in the drafting process. Finally, ENQA and its partners have made good use of their individual international contacts and experiences and in this way ensured that relevant international perspectives were brought into the process.

Quality assurance in higher education is by no means only a European concern. All over the world there is an increasing interest in quality and standards, reflecting both the rapid growth of higher education and its cost to the public and the private purse. Accordingly, if Europe is to achieve its aspiration to be the most dynamic and knowledge-based economy in the world (Lisbon Strategy), then European higher education will need to demonstrate that it takes the quality of its programmes and awards seriously and is willing to put into place the means of assuring and demonstrating that quality. The initiatives and demands, which are springing up both inside and outside Europe in the face of this internationalisation of higher education, demand a response. The commitment of all those involved in the production of these proposals augurs well for the fulfilment of a truly European dimension to quality assurance with which to reinforce the attractiveness of the EHEA's higher education offering.

The proposals contained in this report are underpinned by a number of principles which are described in more detail in the two chapters which cover the two parts of the Berlin mandate. However, some fundamental principles should permeate the whole work:

- the interests of students as well as employers and the society more generally in good quality higher education;
- the central importance of institutional autonomy, tempered by a recognition that this brings with it heavy responsibilities;
- the need for external quality assurance to be fit for its purpose and to place only an appropriate and necessary burden on institutions for the achievement of its objectives.

The EHEA with its 40 states is characterised by its diversity of political systems, higher education systems, socio-cultural and educational traditions, languages, aspirations and expectations. This makes a single monolithic approach to quality, standards and quality assurance in higher education inappropriate. In the light of this diversity and variety, generally acknowledged as being one of the glories of Europe, the report sets its face against a narrow, prescriptive and highly formulated approach to standards. In both the standards and the guidelines, the report prefers the generic principle to the specific requirement. It does this because it believes that this approach is more likely to lead to broad acceptance in the first instance and because it will provide a more robust basis for the coming together of the different higher education communities across the EHEA. The generic standards ought to find a general resonance at the national[3] level of most signatory states. However, one consequence of the generic principle is that the standards and guidelines focus more on what should be done than how they should be achieved. Thus, the report does include procedural matters, but it has given a priority to standards and guidelines, especially in Chapter 2.

Finally, it must be emphasised that reaching agreement for this report is not the same thing as fulfilling the Bologna goal of a quality assurance dimension for the EHEA. Ahead lies more work to implement the recommendations of the report and secure the implied quality culture among both the higher education institutions and the external quality assurance agencies.

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[3] Throughout the report, the term "national" also includes the regional context with regard to quality assurance agencies, national contexts and authorities etc.

2 European Standards and Guidelines

The Ministers' mandate to develop 'an agreed set of standards, procedures and guidelines on quality assurance' raised a number of important questions. 'Quality assurance' is a generic term in higher education which lends itself to many interpretations: It is not possible to use one definition to cover all circumstances. Similarly, the word 'standards' is employed in a variety of ways across Europe, ranging from statements of narrowly defined regulatory requirements to more generalised descriptions of good practice. The words also have very different meanings in the local contexts of national higher education systems.

Moreover, the drafting process itself has made evident that, within the quality assurance community itself, there are some quite fundamental differences of view of the appropriate relationship that should be established between higher education institutions and their external evaluators. Some, mainly from agencies which accredit programmes or institutions, take the view that external quality assurance is essentially a matter of 'consumer protection', requiring a clear distance to be established between the quality assurance agency and the higher education institutions whose work they assess, while other agencies see the principal purpose of external quality assurance to be the provision of advice and guidance in pursuit of improvements in the standards and quality of programmes of study and associated qualifications. In the latter case a close relationship between the evaluators and the evaluated is a requirement. Yet others wish to adopt a position somewhere between the two, seeking to balance accountability and improvement.

Nor is it just the quality assurance agencies that have different views on these matters. The interests of the higher education institutions and student representative bodies are not always the same, the former seeking a high level of autonomy with a minimum of external regulation or evaluation (and that at the level of the whole institution), the latter wanting institutions to be publicly accountable through frequent inspection at the level of the programme or qualification.

Finally, the standards and guidelines relate only to the three cycles of higher education described in the Bologna Declaration and are not intended to cover the area of research or general institutional management.

Background of the standards and guidelines

This section of the report contains a set of proposed standards and guidelines for quality assurance in the EHEA. The standards and guidelines are designed to be applicable to all higher education institutions and quality assurance agencies in Europe, irrespective of their structure, function and size, and the national system in which they are located. As mentioned earlier, it has not been considered appropriate to include detailed 'procedures' in the recommendations of this chapter of the report, since institutional and agency

procedures are an important part of their autonomy. It will be for the institutions and agencies themselves, co-operating within their individual contexts, to decide the procedural consequences of adopting the standards contained in this report.

As their starting point, the standards and guidelines endorse the spirit of the 'July 2003 Graz Declaration' of the European University Association (EUA) which states that 'the purpose of a European dimension to quality assurance is to promote mutual trust and improve transparency while respecting the diversity of national contexts and subject areas'. Consonant with the Graz declaration, the standards and guidelines contained in this report recognise the primacy of national systems of higher education, the importance of institutional and agency autonomy within those national systems, and the particular requirements of different academic subjects. In addition, the standards and guidelines owe much to the experience gained during the ENQA-coordinated pilot project 'Transnational European Evaluation Project' (TEEP), which investigated, in three disciplines, the operational implications of a European transnational quality evaluation process.

The standards and guidelines also take into account the quality convergence study published by ENQA in March 2005, which examined the reasons for differences between different national approaches to external quality assurance and constraints on their convergence. Further, they reflect the statement of Ministers in the Berlin communiqué that 'consistent with the principle of institutional autonomy, the primary responsibility for quality assurance in higher education lies with each institution itself and this provides the basis for real accountability of the academic system within the national quality framework'. In these standards and guidelines, therefore, an appropriate balance has been sought between the creation and development of internal quality cultures, and the role which external quality assurance procedures may play.

In addition, the standards and guidelines have also benefited particularly from the 'Code of Good Practice' published in December 2004 by the European Consortium for Accreditation (ECA) and other perspectives included in ESIB's 'Statement on agreed set of standards, procedures and guidelines at a European level' (April 2004) and 'Statement on peer review of quality assurance and accreditation agencies' (April 2004), EUA's 'QA policy position in the context of the Berlin Communiqué' (April 2004) and the EURASHE 'Policy Statement on the Bologna Process' (June 2004). Finally, an international perspective has been included by comparing the standards on external quality assurance with the "Guidelines for good practice" being implemented by the international network INQAAHE.

Introduction to Parts 1 and 2:
European standards and guidelines for internal and external quality assurance of higher education

The standards and guidelines for internal and external quality assurance, which follow, have been developed for the use of higher education institutions and quality assurance agencies working in the EHEA, covering key areas relating to quality and standards.

The purpose of these standards and guidelines is to provide a source of assistance and guidance to both higher education institutions in developing their own quality assurance systems and agencies undertaking external quality assurance, as well as to contribute to a common frame of reference, which can be used by institutions and agencies alike. It is not the intention that these standards and guidelines should dictate practice or be interpreted as prescriptive or unchangeable.

In some countries of the EHEA the ministry of education or an equivalent organisation has the responsibility for some of the areas covered by the standards and guidelines. Where this is the case, that ministry or organisation should ensure that appropriate quality assurance mechanisms are in place and subject to independent reviews.

Basic principles

The standards and guidelines are based on a number of basic principles about quality assurance, both internal in and external to higher education in the EHEA. These include:

- providers of higher education have the primary responsibility for the quality of their provision and its assurance;
- the interests of society in the quality and standards of higher education need to be safeguarded;
- the quality of academic programmes need to be developed and improved for students and other beneficiaries of higher education across the EHEA;
- there need to be efficient and effective organisational structures within which those academic programmes can be provided and supported;
- transparency and the use of external expertise in quality assurance processes are important;
- there should be encouragement of a culture of quality within higher education institutions;
- processes should be developed through which higher education institutions can demonstrate their accountability, including accountability for the investment of public and private money;
- quality assurance for accountability purposes is fully compatible with quality assurance for enhancement purposes;
- institutions should be able to demonstrate their quality at home and internationally;
- processes used should not stifle diversity and innovation.

Purposes of the standards and guidelines

The purposes of the standards and guidelines are:
- to improve the education available to students in higher education institutions in the EHEA;
- to assist higher education institutions in managing and enhancing their quality and, thereby, to help to justify their institutional autonomy;
- to form a background for quality assurance agencies in their work;
- to make external quality assurance more transparent and simpler to understand for everybody involved.

Objectives of the standards and guidelines

The objectives of the standards and guidelines are:

- to encourage the development of higher education institutions which foster vibrant intellectual and educational achievement;
- to provide a source of assistance and guidance to higher education institutions and other relevant agencies in developing their own culture of quality assurance;
- to inform and raise the expectations of higher education institutions, students, employers and other stakeholders about the processes and outcomes of higher education;
- to contribute to a common frame of reference for the provision of higher education and the assurance of quality within the EHEA.

External quality assurance

The standards and guidelines proposed in this report envisage an important role for external quality assurance. The form of this varies from system to system and can include institutional evaluations of different types; subject or programme evaluations; accreditation at subject, programme and institutional levels; and combinations of these. Such external evaluations largely depend for their full effectiveness on there being an explicit internal quality assurance strategy, with specific objectives, and on the use, within institutions, of mechanisms and methods aimed at achieving those objectives.

Quality assurance can be undertaken by external agencies for a number of purposes, including:

- safeguarding of national academic standards for higher education;
- accreditation of programmes and/or institutions;
- user protection;
- public provision of independently-verified information (quantitative and qualitative) about programmes or institutions;
- improvement and enhancement of quality.

The activities of European quality assurance agencies will reflect the legal, social and cultural requirements of the jurisdictions and environments in which they operate. European standards relating to the quality assurance of quality assurance agencies themselves are contained in Part 3 of this chapter.

The processes carried out by quality assurance agencies will properly depend upon their purposes and the outcomes they are intended to achieve. The procedures adopted by those agencies that are concerned to emphasise principally the enhancement of quality may be quite different from those whose function is first to provide strong 'consumer protection'. The standards that follow reflect basic good practice across Europe in external quality assurance, but do not attempt to provide detailed guidance about what should be examined or how quality assurance activities should be conducted. Those are matters of national autonomy, although the exchange of information amongst agencies and authorities is already leading to the emergence of convergent elements.

There are, however, already some general principles of good practice in external quality assurance processes:

- institutional autonomy should be respected;
- the interests of students and other stakeholders such as labour market representatives should be at the forefront of external quality assurance processes;
- use should be made, wherever possible, of the results of institutions' own internal quality assurance activities.

The 'guidelines' provide additional information about good practice and in some cases explain in more detail the meaning and importance of the standards. Although the guidelines are not part of the standards themselves, the standards should be considered in conjunction with them.

Part 1: European standards and guidelines for internal quality assurance within higher education institutions

1.1 Policy and procedures for quality assurance

Standard:

Institutions should have a policy and associated procedures for the assurance of the quality and standards of their programmes and awards. They should also commit themselves explicitly to the development of a culture which recognises the importance of quality, and quality assurance, in their work. To achieve this, institutions should develop and implement a strategy for the continuous enhancement of quality.

The strategy, policy and procedures should have a formal status and be publicly available. They should also include a role for students and other stakeholders.

Guidelines:

Formal policies and procedures provide a framework within which higher education institutions can develop and monitor the effectiveness of their quality assurance systems. They also help to provide public confidence in institutional autonomy. Policies contain the statements of intentions and the principal means by which these will be achieved. Procedural guidance can give more detailed information about the ways in which the policy is implemented and provides a useful reference point for those who need to know about the practical aspects of carrying out the procedures.

The policy statement is expected to include:

- the relationship between teaching and research in the institution;
- the institution's strategy for quality and standards;
- the organisation of the quality assurance system;
- the responsibilities of departments, schools, faculties and other organisational units and individuals for the assurance of quality;
- the involvement of students in quality assurance;
- the ways in which the policy is implemented, monitored and revised.

The realisation of the EHEA depends crucially on a commitment at all levels of an institution to ensuring that its programmes have clear and explicit intended outcomes; that its staff are ready, willing and able to provide teaching and learner support that will help its students achieve those outcomes; and that there is full, timely and tangible recognition of the contribution to its work by those of its staff who demonstrate particular excellence, expertise and dedication. All higher education institutions should aspire to improve and enhance the education they offer their students.

1.2 Approval, monitoring and periodic review of programmes and awards

Standard:

Institutions should have formal mechanisms for the approval, periodic review and monitoring of their programmes and awards.

Guidelines:

The confidence of students and other stakeholders in higher education is more likely to be established and maintained through effective quality assurance activities which ensure that programmes are well-designed, regularly monitored and periodically reviewed, thereby securing their continuing relevance and currency.

The quality assurance of programmes and awards are expected to include:

- development and publication of explicit intended learning outcomes;
- careful attention to curriculum and programme design and content;
- specific needs of different modes of delivery (e.g. full time, part-time, distance-learning, e-learning) and types of higher education (e.g. academic, vocational, professional);
- availability of appropriate learning resources;
- formal programme approval procedures by a body other than that teaching the programme;
- monitoring of the progress and achievements of students;
- regular periodic reviews of programmes (including external panel members);
- regular feedback from employers, labour market representatives and other relevant organisations;
- participation of students in quality assurance activities.

1.3 Assessment of students

Standard:

Students should be assessed using published criteria, regulations and procedures which are applied consistently.

Guidelines:

The assessment of students is one of the most important elements of higher education. The outcomes of assessment have a profound effect on students' future careers. It is therefore important that assessment is

carried out professionally at all times and takes into account the extensive knowledge which exists about testing and examination processes. Assessment also provides valuable information for institutions about the effectiveness of teaching and learners' support.

Student assessment procedures are expected to:

- be designed to measure the achievement of the intended learning outcomes and other programme objectives;
- be appropriate for their purpose, whether diagnostic, formative or summative;
- have clear and published criteria for marking;
- be undertaken by people who understand the role of assessment in the progression of students towards the achievement of the knowledge and skills associated with their intended qualification;
- where possible, not rely on the judgements of single examiners;
- take account of all the possible consequences of examination regulations;
- have clear regulations covering student absence, illness and other mitigating circumstances;
- ensure that assessments are conducted securely in accordance with the institution's stated procedures;
- be subject to administrative verification checks to ensure the accuracy of the procedures.

In addition, students should be clearly informed about the assessment strategy being used for their programme, what examinations or other assessment methods they will be subject to, what will be expected of them, and the criteria that will be applied to the assessment of their performance.

1.4 Quality assurance of teaching staff

Standard:

Institutions should have ways of satisfying themselves that staff involved with the teaching of students are qualified and competent to do so. They should be available to those undertaking external reviews, and commented upon in reports.

Guidelines:

Teachers are the single most important learning resource available to most students. It is important that those who teach have a full knowledge and understanding of the subject they are teaching, have the necessary skills and experience to transmit their knowledge and understanding effectively to students in a range of teaching contexts, and can access feedback on their own performance. Institutions should ensure that their staff recruitment and appointment procedures include a means of making certain that all new staff have at least the minimum necessary level of competence. Teaching staff should be given opportunities to develop and extend their teaching capacity and should be encouraged to value their skills. Institutions should provide poor teachers with opportunities to improve their skills to an acceptable level and should have the means to remove them from their teaching duties if they continue to be demonstrably ineffective.

1.5 Learning resources and student support

Standard:

Institutions should ensure that the resources available for the support of student learning are adequate and appropriate for each programme offered.

Guidelines:

In addition to their teachers, students rely on a range of resources to assist their learning. These vary from physical resources such as libraries or computing facilities to human support in the form of tutors, counsellors, and other advisers. Learning resources and other support mechanisms should be readily accessible to students, designed with their needs in mind and responsive to feedback from those who use the services provided. Institutions should routinely monitor, review and improve the effectiveness of the support services available to their students.

1.6 Information systems

Standard:

Institutions should ensure that they collect, analyse and use relevant information for the effective management of their programmes of study and other activities.

Guidelines:

Institutional self-knowledge is the starting point for effective quality assurance. It is important that institutions have the means of collecting and analysing information about their own activities. Without this they will not know what is working well and what needs attention, or the results of innovatory practices.

The quality-related information systems required by individual institutions will depend to some extent on local circumstances, but it is at least expected to cover:

- student progression and success rates;
- employability of graduates;
- students' satisfaction with their programmes;
- effectiveness of teachers;
- profile of the student population;
- learning resources available and their costs;
- the institution's own key performance indicators.

There is also value in institutions comparing themselves with other similar organisations within the EHEA and beyond. This allows them to extend the range of their self-knowledge and to access possible ways of improving their own performance.

1.7 Public information

Standard:

Institutions should regularly publish up to date, impartial and objective information, both quantitative and qualitative, about the programmes and awards they are offering.

Guidelines:

In fulfilment of their public role, higher education institutions have a responsibility to provide information about the programmes they are offering, the intended learning outcomes of these, the qualifications they award, the teaching, learning and assessment procedures used, and the learning opportunities available to their students. Published information might also include the views and employment destinations of past students and the profile of the current student population. This information should be accurate, impartial, objective and readily accessible and should not be used simply as a marketing opportunity. The institution should verify that it meets its own expectations in respect of impartiality and objectivity.

Part 2: European standards and guidelines for the external quality assurance of higher education

2.1 Use of internal quality assurance procedures

Standard:

External quality assurance procedures should take into account the effectiveness of the internal quality assurance processes described in Part 1 of the European Standards and Guidelines.

Guidelines:

The standards for internal quality assurance contained in Part 1 provide a valuable basis for the external quality assessment process. It is important that the institutions' own internal policies and procedures are carefully evaluated in the course of external procedures, to determine the extent to which the standards are being met.

If higher education institutions are to be able to demonstrate the effectiveness of their own internal quality assurance processes, and if those processes properly assure quality and standards, then external processes might be less intensive than otherwise.

2.2 Development of external quality assurance processes

Standard:

The aims and objectives of quality assurance processes should be determined before the processes themselves are developed, by all those responsible (including higher education institutions) and should be published with a description of the procedures to be used.

Guidelines:

In order to ensure clarity of purpose and transparency of procedures, external quality assurance methods should be designed and developed through a process involving key stakeholders, including higher education institutions. The procedures that are finally agreed should be published and should contain explicit statements of the aims and objectives of the processes as well as a description of the procedures to be used.

As external quality assurance makes demands on the institutions involved, a preliminary impact assessment should be undertaken to ensure that the procedures to be adopted are appropriate and do not interfere more than necessary with the normal work of higher education institutions.

2.3 Criteria for decisions

Standard:

Any formal decisions made as a result of an external quality assurance activity should be based on explicit published criteria that are applied consistently.

Guidelines:

Formal decisions made by quality assurance agencies have a significant impact on the institutions and programmes that are judged. In the interests of equity and reliability, decisions should be based on published criteria and interpreted in a consistent manner. Conclusions should be based on recorded evidence and agencies should have in place ways of moderating conclusions, if necessary.

2.4 Processes fit for purpose

Standard:

All external quality assurance processes should be designed specifically to ensure their fitness to achieve the aims and objectives set for them.

Guidelines:

Quality assurance agencies within the EHEA undertake different external processes for different purposes and in different ways. It is of the first importance that agencies should operate procedures which are fit for their own defined and published purposes. Experience has shown, however, that there are some widely-used elements of external review processes which not only help to ensure their validity, reliability and usefulness, but also provide a basis for the European dimension to quality assurance.

Amongst these elements the following are particularly noteworthy:

- insistence that the experts undertaking the external quality assurance activity have appropriate skills and are competent to perform their task;
- the exercise of care in the selection of experts;
- the provision of appropriate briefing or training for experts;

- the use of international experts;
- participation of students;
- ensuring that the review procedures used are sufficient to provide adequate evidence to support the findings and conclusions reached;
- the use of the self-evaluation/site visit/draft report/published report/follow-up model of review;
- recognition of the importance of institutional improvement and enhancement policies as a fundamental element in the assurance of quality.

2.5 Reporting

Standard:

Reports should be published and should be written in a style which is clear and readily accessible to its intended readership. Any decisions, commendations or recommendations contained in reports should be easy for a reader to find.

Guidelines:

In order to ensure maximum benefit from external quality assurance processes, it is important that reports should meet the identified needs of the intended readership. Reports are sometimes intended for different readership groups and this will require careful attention to structure, content, style and tone.

In general, reports should be structured to cover description, analysis (including relevant evidence), conclusions, commendations, and recommendations. There should be sufficient preliminary explanation to enable a lay reader to understand the purposes of the review, its form, and the criteria used in making decisions. Key findings, conclusions and recommendations should be easily locatable by readers.

Reports should be published in a readily accessible form and there should be opportunities for readers and users of the reports (both within the relevant institution and outside it) to comment on their usefulness.

2.6 Follow-up procedures

Standard:

Quality assurance processes which contain recommendations for action or which require a subsequent action plan, should have a predetermined follow-up procedure which is implemented consistently.

Guidelines:

Quality assurance is not principally about individual external scrutiny events: It should be about continuously trying to do a better job. External quality assurance does not end with the publication of the report and should include a structured follow-up procedure to ensure that recommendations are dealt with appropriately and any required action plans drawn up and implemented. This may involve further meetings with institutional or programme representatives. The objective is to ensure that areas identified for improvement are dealt with speedily and that further enhancement is encouraged.

2.7 Periodic reviews

Standard:

External quality assurance of institutions and/or programmes should be undertaken on a cyclical basis. The length of the cycle and the review procedures to be used should be clearly defined and published in advance.

Guidelines:

Quality assurance is not a static but a dynamic process. It should be continuous and not "once in a life-time". It does not end with the first review or with the completion of the formal follow-up procedure. It has to be periodically renewed. Subsequent external reviews should take into account progress that has been made since the previous event. The process to be used in all external reviews should be clearly defined by the external quality assurance agency and its demands on institutions should not be greater than are necessary for the achievement of its objectives.

2.8 System-wide analyses

Standard:

Quality assurance agencies should produce from time to time summary reports describing and analysing the general findings of their reviews, evaluations, assessments etc.

Guidelines:

All external quality assurance agencies collect a wealth of information about individual programmes and/ or institutions and this provides material for structured analyses across whole higher education systems. Such analyses can provide very useful information about developments, trends, emerging good practice and areas of persistent difficulty or weakness and can become useful tools for policy development and quality enhancement. Agencies should consider including a research and development function within their activities, to help them extract maximum benefit from their work.

Introduction to Part 3:
European standards and guidelines for external quality assurance agencies

The growth of European external quality assurance agencies has been expansive since the early 1990s. At the same time cooperation and sharing of best practices among agencies have been an integrated element in this development. Already in 1994/95 the so-called European Pilot Projects initiated by the European Commission resulted in the mutual recognition by agencies of the basic methodology of quality assurance: independent agencies, self-evaluations, external site visits and public reporting, laid down in the 1998 EU Council Recommendation on quality assurance in higher education. The creation of ENQA in

2000 was therefore a natural formalisation of this development in cooperation, and ENQA has been able to build on the state-of-the-art consensus arrived at during the 1990s.

The European standards for external quality assurance agencies, which follow, have been developed on the premises of this development in the young history of European external quality assurance. Moreover it is the conscious ambition that the standards should be neither too detailed nor too prescriptive. They must not reduce the freedom of European quality assurance agencies to reflect in their organisations and processes the experiences and expectations of their nation or region. The standards must, though, ensure that the professionalism, credibility and integrity of the agencies are visible and transparent to their stakeholders and must permit comparability to be observable among the agencies and allow the necessary European dimension.

It should be added that in this way the standards do also contribute naturally to the work being done towards mutual recognition of agencies and the results of agency evaluations or accreditations. This work has been explored in the Nordic Quality Assurance Network in Higher Education (NOQA) and is part of the 'Code of Good Practise' by the European Consortium for Accreditation (ECA).

Several 'guidelines' have been added to provide additional information about good practice and in some cases explain in more detail the meaning and importance of the standards. Although the guidelines are not part of the standards themselves, the standards should be considered in conjunction with them.

Part 3: European standards for external quality assurance agencies

3.1 Use of external quality assurance procedures for higher education

Standard:

The external quality assurance of agencies should take into account the presence and effectiveness of the external quality assurance processes described in Part 2 of the European Standards and Guidelines.

Guidelines:

The standards for external quality assurance contained in Part 2 provide a valuable basis for the external quality assessment process. The standards reflect best practices and experiences gained through the development of external quality assurance in Europe since the early 1990s. It is therefore important that these standards are integrated into the processes applied by external quality assurance agencies towards the higher education institutions.

The standards for external quality assurance should together with the standards for external quality assurance agencies constitute the basis for professional and credible external quality assurance of higher education institutions.

3.2 Official status

Standard:

Agencies should be formally recognised by competent public authorities in the European Higher Education Area as agencies with responsibilities for external quality assurance and should have an established legal basis. They should comply with any requirements of the legislative jurisdictions within which they operate.

3.3 Activities

Standard:

Agencies should undertake external quality assurance activities (at institutional or programme level) on a regular basis.

Guidelines:

These may involve evaluation, review, audit, assessment, accreditation or other similar activities and should be part of the core functions of the agency.

3.4 Resources

Standard:

Agencies should have adequate and proportional resources, both human and financial, to enable them to organise and run their external quality assurance process(es) in an effective and efficient manner, with appropriate provision for the development of their processes and procedures.

3.5 Mission statement

Standard:

Agencies should have clear and explicit goals and objectives for their work, contained in a publicly available statement.

Guidelines:

These statements should describe the goals and objectives of agencies' quality assurance processes, the division of labour with relevant stakeholders in higher education, especially the higher education institutions, and the cultural and historical context of their work. The statements should make clear that the external quality assurance process is a major activity of the agency and that there exists a systematic approach to achieving its goals and objectives. There should also be documentation to demonstrate how the statements are translated into a clear policy and management plan.

3.6 Independence

Standard:

Agencies should be independent to the extent both that they have autonomous responsibility for their operations and that the conclusions and recommendations made in their reports cannot be influenced by third parties such as higher education institutions, ministries or other stakeholders.

Guidelines:

An agency will need to demonstrate its independence through measures, such as:

• Its operational independence from higher education institutions and governments is guaranteed in official documentation (e.g. instruments of governance or legislative acts).

• The definition and operation of its procedures and methods, the nomination and appointment of external experts and the determination of the outcomes of its quality assurance processes are undertaken autonomously and independently from governments, higher education institutions, and organs of political influence.

• While relevant stakeholders in higher education, particularly students/learners, are consulted in the course of quality assurance processes, the final outcomes of the quality assurance processes remain the responsibility of the agency.

3.7 External quality assurance criteria and processes used by the agencies

Standard:

The processes, criteria and procedures used by agencies should be pre-defined and publicly available.
    These processes will normally be expected to include:

• a self-assessment or equivalent procedure by the subject of the quality assurance process;

• an external assessment by a group of experts, including, as appropriate, (a) student member(s), and site visits as decided by the agency;

• publication of a report, including any decisions, recommendations or other formal outcomes;

• a follow-up procedure to review actions taken by the subject of the quality assurance process in the light of any recommendations contained in the report.

Guidelines:

Agencies may develop and use other processes and procedures for particular purposes.

    Agencies should pay careful attention to their declared principles at all times, and ensure both that their requirements and processes are managed professionally and that their conclusions and decisions are reached in a consistent manner, even though the decisions are formed by groups of different people.

    Agencies that make formal quality assurance decisions, or conclusions which have formal consequences should have an appeals procedure. The nature and form of the appeals procedure should be determined in the light of the constitution of each agency.

3.8 Accountability procedures

Standard:

Agencies should have in place procedures for their own accountability.

Guidelines:

These procedures are expected to include the following:

1. A published policy for the assurance of the quality of the agency itself, made available on its website;
2. Documentation which demonstrates that:
- the agency's processes and results reflect its mission and goals of quality assurance;
- the agency has in place, and enforces, a no-conflict-of-interest mechanism in the work of its external experts;
- the agency has reliable mechanisms that ensure the quality of any activities and material produced by subcontractors, if some or all of the elements in its quality assurance procedure are subcontracted to other parties;
- the agency has in place internal quality assurance procedures which include an internal feedback mechanism (i.e. means to collect feedback from its own staff and council/board); an internal reflection mechanism (i.e. means to react to internal and external recommendations for improvement); and an external feedback mechanism (i.e. means to collect feedback from experts and reviewed institutions for future development) in order to inform and underpin its own development and improvement.
3. A mandatory cyclical external review of the agency's activities at least once every five years.

3 Peer Review System for Quality Assurance Agencies

In Berlin the Ministers called 'upon ENQA, through its members, in cooperation with the EUA, EURASHE, and ESIB, to ... explore ways of ensuring an adequate peer review system for quality assurance and/or accreditation agencies or bodies'.

ENQA and its partners have met this call by building on the interpretation of the mandate that a system of peer review of agencies must include not only the peer review process itself, but also a careful consideration of the quality standards on which a review could build. Further, there has been agreement in the process that peer review of agencies should be interpreted as basically the means to achieve the goal of transparency, visibility and comparability of quality of agencies.

Therefore, this report has as a major proposal the creation of a register of recognised external quality assurance agencies operating in higher education within Europe. This proposal is in essence a response to expectations that there is likely soon to be an increase of quality assurance bodies keen to make a profit from the value of a recognition or accreditation label. Experience elsewhere has shown that it is difficult to control such enterprises, but Europe has a possibly unique opportunity to exercise practical management of this new market, not in order to protect the interests of already established agencies, but to make sure that the benefits of quality assurance are not diminished by the activities of disreputable practitioners.

The work on these proposals has principally taken into consideration the European context and demands. At the same time there has been awareness in the process that similar experiences and processes are developing internationally. This chapter therefore opens with a brief analysis of the international experiences and initiatives relevant for the drafting of this part of the report. It then outlines the proposed peer review system based on the subsidiarity principle and the European standards for external quality assurance agencies. This outline leads to a presentation of the recommended register of external quality assurance agencies operating in Europe. The peer reviews and the agencies' compliance with the European standards play a crucial role in the composition of the register. Finally, a European Consultative Forum for Quality Assurance in Higher Education is proposed.

International context

Europe is not the only area where dynamic developments in the field of higher education quality assurance are currently taking place. This section describes some of the experiences and initiatives of organisations such as the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), the International Association of University Presidents (IAUP), the Council for Higher Education Accredi-

tation in the United States (CHEA), OECD and UNESCO. The work of these organisations in relation to quality assurance have been found useful during the drafting of this report. Even though these international experiences have not been directly included in the specific recommendations, some key international elements are presented below in a manner that relates to the recommendations in this chapter.

The identification of good quality and good practices of external quality assurance agencies has also been on the international agenda for several years. INQAAHE discussed in 1999 and onwards a quality label for external quality assurance agencies, an idea originally initiated by the IAUP, in order to meet the need for higher education institutions to identify which agencies are qualified to fulfil the external quality assurance role. The quality label met widespread opposition and instead INQAAHE has focused on formulating good practice criteria for agencies. The result is a set of principles that presents common denominators of good practice while at the same time recognising the international diversity of agencies in terms of purposes and historical-cultural contexts.

In terms of the recommendations on peer review of agencies, the work done by CHEA is relevant. CHEA is a non-governmental organisation functioning as an umbrella body for the US regional, specialised, national and professional accreditation agencies. Accrediting organisations that seek recognition by CHEA must demonstrate that they meet CHEA recognition standards. Accrediting organisations will be expected to advance academic quality, demonstrate accountability, encourage improvement, employ appropriate procedures, continually reassess accreditation practices and possess sufficient resources. CHEA will demand that members undergo so-called recognition reviews every six years. There are basic similarities and compatibility between the CHEA approach and the proposals of this report, for instance in terms of cyclical reviews. However, this report has given a priority to a distinct focus on the quality assurance of agencies.

A separate initiative has been taken jointly by OECD and UNESCO to elaborate guidelines for quality provision in cross-border higher education. The OECD-UNESCO guidelines will be finalised in 2005, but the drafting process has identified the contrast between the need to regulate the internationalisation of higher education and the fact that existing national quality assurance capacity often focuses exclusively on domestic delivery by domestic institutions. Therefore, it is posed as a challenge for the current quality assurance systems to develop appropriate methodologies and mechanisms to cover foreign providers and programmes in addition to national providers and programmes in order to maximise the benefits and limit the potential disadvantages of the internationalisation of higher education.

The proposed OECD-UNESCO guidelines recommend that external quality assurance agencies ensure that their quality assurance arrangements include foreign and for-profit institutions/providers as well as distance education delivery and other non-traditional modes of educational delivery. However, the drafting process of the guidelines also recognises that the inclusion of foreign providers in the remit of national agencies will in most cases require changes in national legislation and administrative procedures.

This report recognises the importance and implications of internationalisation for the quality assurance of higher education institutions. Although it has been considered too early to include a reference to this in the proposed European standards for external quality assurance, the proposal for a European regis-

ter does explicitly include agencies from outside Europe operating here as well as European agencies with cross-border operations.

It should also be recognised that the continuing European process fully meets the OECD-UNESCO recommendation that agencies should sustain and strengthen the existing regional and international networks.

Cyclical reviews of agencies

The field of external quality assurance of higher education in Europe is relatively young. However, it may be considered an element of growing maturity among agencies that recent years have evidenced an interest in enhancing credibility of agency work by focusing on internal and external quality assurance of agencies themselves. An ENQA workshop in February 2003 in Sitges, Spain, had quality assurance of agencies as its theme. The participants discussed existing experiences of external evaluation of agencies and one conclusion of the workshop was a recommendation that ENQA should work towards making cyclical external reviews of member agencies. Accordingly, ENQA received the Berlin mandate at a time when discussion of external reviews of agencies had already begun in ENQA and been an element in E4 meetings.

This report recommends that any European agency should at no more than five-year intervals conduct or be submitted to a cyclical external review of its processes and activities. The results should be documented in a report which states the extent to which the agency is in compliance with the European standards for external quality assurance agencies (see Chapter 2, Part 3).

In the EHEA the map of providers and operators in external quality assurance of higher education will no doubt be more complicated in the future. Therefore, it is important that non-ENQA members are included in considerations on quality assurance of agencies. And it is even more important that agencies from outside Europe have an open opportunity, if they want it, to measure themselves against the recommended European standards. Therefore, the report does not wish to confine the focus of this recommendation to nationally recognised European agencies and thus by implication only actual or potential ENQA members. On the contrary, agencies from outside Europe, but operating in Europe, or European agencies that are not nationally recognised, must also be allowed to opt for a review that assesses its compliance with the European standards.

The general principles for cyclical reviews are proposed to be as follows:

- External quality assurance agencies established and officially recognised as national agencies by a Bologna signatory state should normally be reviewed on a national basis, thus respecting the subsidiarity principle – even if they also operate beyond national borders. These European national agencies may on the other hand also opt for reviews organised by ENQA rather than internal nationally based reviews. The reviews of agencies should include an assessment of whether the agencies are in compliance with the European standards for external quality assurance agencies.
- Agencies not established and officially recognised in a Bologna signatory state may on their own

initiative opt to be reviewed against the European standards for external quality assurance agencies.

- The reviews should follow the process comprising a self-evaluation, an independent panel of experts and a published report.

An external review will typically be initiated at the national or agency level. It is therefore expected that reviews of agencies will usually follow from national regulations or from the internal quality assurance processes in place in the agency. This report wishes strongly to emphasise the importance of respecting the subsidiarity principle, and it is therefore proposed that ENQA, in respect of its own members, takes the initiative toward an agency only in the case where after five years no initiative has been taken nationally or by the agency itself. In case the agency is a non-ENQA member and after five years no initiative has been taken nationally or by the agency itself, the European Register Committee is responsible for initiating the review.

When national authorities initiate reviews, the purpose could obviously be quite broad and include the agency's fulfilment of the national mandate, e.g. However, it is a core element in this proposal that reviews – regardless of whether they are initiated at a national, agency or ENQA level – must always explicitly consider the extent to which the agency conforms with the European standards for external quality assurance agencies. The ENQA General Assembly decided at its meeting in November 2004 that the membership criteria of ENQA should conform with the proposed European standards for external quality assurance agencies. Accordingly, the review of an agency will not only make evident the level of conformity with the European standards, but also at the same time indicate the level of compliance with ENQA membership criteria.

Finally, the report stresses that the involvement of international experts with appropriate expertise and experience will provide substantial benefit to the review process.

The follow-up of a cyclical review will first and foremost be the responsibility of the national authorities or owners of the agency and, of course, of the agency itself. ENQA will have a role in the follow-up only in the case of member agencies where ENQA must certify the degree to which the member agency meets the European standards for external quality assurance agencies according to the review. ENQA regulations will specify the consequences if this is not the case.

An illustrative outline of an exemplary process of an external review of an agency is shown in the annex to this report.

Register of external quality assurance agencies operating in Europe

ENQA committed itself before the Berlin Ministerial meeting of 2003 to develop in cooperation with the relevant stakeholders a European register of quality assurance agencies, covering public, private, and thematic agencies, operating or planning to operate in Europe.

The register would meet the interest of higher education institutions and governments in being able to identify professional and credible quality assurance agencies operating in Europe. This interest has

firstly its basis in the complicated area of recognition of non-national degrees. Recognition procedures would be strengthened if it were transparent to what extent providers were themselves quality assured by recognised agencies. Secondly, it is increasingly possible for higher education institutions to seek quality assurance from agencies across national borders. Higher education institutions would of course be helped in this process by being able to identify professional agencies from a reliable register.

The most valuable asset of the register would thus be its informative value to institutions and other stakeholders, and the register could in itself become a very useful instrument for achieving transparency and comparability of external quality assurance of higher education institutions.

The register must make evident the level of compliance of entrants with the European standards for external quality assurance agencies. However, it is important to stress that this report does not aim at proposing the register as a ranking instrument.

The register should be open for applications from all agencies providing services within Europe, including those operating from countries outside Europe or those with a transnational or international basis. The agencies will be placed into different sections of the register depending on whether they are peer reviewed or not, whether they comply with the European standards for external quality assurance agencies or not, and whether they operate strictly nationally or across borders.

A possible structure for the register is therefore:

Section 1. Peer reviewed agencies, divided into the following categories:
- European national agencies that have been reviewed and fulfil all the European standards for external quality assurance agencies.
- European national agencies that have been reviewed, but do not fulfil all the European standards for external quality assurance agencies.
- Non-national and extra-European agencies that operate in Europe, have been reviewed and fulfil all the European standards for external quality assurance agencies.
- Non-national and extra-European agencies that operate in Europe and have been reviewed, but do not fulfil all the European standards for external quality assurance agencies.

Section 2. Non-reviewed agencies
- European national agencies, non-national agencies and extra-European agencies that have not been reviewed and are therefore listed according to information gained from their application for inclusion in the register.

Presented in a grid, the structure of the register is this:

PROPOSED REGISTER STRUCTURE		Reviewed		Not reviewed
		Compliance with European standards	Non-compliance with European standards	
European national agencies	National operators			
	Cross-border operators			
European non-national agencies				
Extra-European agencies operating in Europe				

A European Register Committee will decide on admissions to the European register. The committee will use agency compliance with the European standards for external quality assurance agencies as identified in the cyclical review as one criterion for placement in the register. Other criteria should be developed which will take account of the diversity of the higher education systems.

The committee will be a light, non-bureaucratic construction with nine members nominated by EURASHE, ESIB, EUA, ENQA and organisations representing European employers, unions and professional organisations plus government representatives. These members will act in an individual capacity and not as mandated representatives of the nominating organisations. ENQA will perform the secretarial duties for the committee which will meet at least on a semi-annual basis.

The European Register Committee will as one of its first implementation tasks formalise the ownership of the register.

Another immediate task for the European Register Committee must be to establish an independent and credible appeals system to secure the rights of those that have been refused or that cannot accept their placement in the register. This appeals system should be an element in the protocol to be drafted by the committee soon after it has become operational.

European Consultative Forum for Quality Assurance in Higher Education

Since the Prague meeting in 2001 the E4 group, consisting of ENQA, EUA, ESIB and EURASHE, has met on a regular basis to discuss respective views on the Bologna Process and European quality in higher education. Since the Berlin meeting in 2003 the E4 meetings have had as their major focus the implementation of the mandate of the Ministers on quality assurance in higher education.

This cooperation at the European level has proved constructive. The four organisations have therefore agreed that a European Consultative Forum for Quality Assurance in Higher Education will continue to exist building from the E4 group. The foundation of such a forum would in practical terms establish the current cooperation between ENQA, EUA, EURASHE and ESIB on a more permanent basis. The forum would function primarily as a consultative and advisory forum for the major European stakeholders and it would resemble the current arrangements where the four respective organisations finance their own expenses and participation without the creation of a new administrative structure. In the longer term the forum should also include labour market representatives.

4 Future Perspectives and Challenges

This report contains proposals and recommendations that have been developed and endorsed by the key European players in the world of quality assurance in higher education. The very existence of the report is a testimony to the achievement of a joint understanding in a field where such an understanding might be thought inherently unlikely, given the different interests in play. The proposals offer increased transparency, security and information about higher education for students and society more generally. They equally offer higher education institutions recognition and credibility and opportunities to demonstrate their dedication to high quality in an increasingly competitive and sceptical environment. For the quality assurance agencies the proposals enhance their own quality and credibility and connect them more productively to their wider European professional fraternity.

The proposals will remain no more than proposals, however, if they are not accompanied by an effective implementation strategy. If approved by the Ministers in Bergen, immediate steps will be taken to begin to introduce some of the key elements of this report. The register of quality assurance agencies should be envisaged as being started during the latter half of 2005 and to be ready to go on-line in 2006. The ENQA secretariat has made provision for the extra resources that will be necessary for this purpose. Following the Ministerial meeting, ENQA will take the necessary concrete initiatives towards establishing the European Register Committee. The committee will begin its work with formalising the ownership of the register and drafting a protocol based on the preliminary work done by ENQA in the spring of 2005. The first of the cyclical reviews should be expected to take place during 2005.

The European Consultative Forum for Quality Assurance in Higher Education will also be an early initiative. Thus, the outcomes of the Bergen Ministerial meeting, and the establishment of the forum will be the main theme of the next meeting between ENQA and its E4 partners in June 2005. In addition, the future cooperation with other key stakeholders such as labour market representatives will be subject to discussions. ENQA has also arranged a meeting with the other European quality assurance networks prior to the next ENQA General Assembly in September 2005.

The possibility of rapid implementation of certain of the proposals of this report should not be taken to mean that the task of embedding the rest of them will be easy. It will take longer for the internal and external quality assurance standards to be widely adopted by institutions and agencies, because their acceptance will depend on a willingness to change and develop on the part of signatory states with long-established and powerful higher education systems. What is proposed in the internal quality assurance standards will be challenging for some higher education institutions, especially where there is a new and developing tradition of quality assurance or where the focus on students' needs and their preparation to enter the employment market is not embedded in the institutional culture. Similarly, the standards for external quality assurance and for quality assurance agencies themselves will require all participants, and

especially the agencies, to look very carefully at themselves and to measure their practices against the European expectation. The new cyclical review procedure will provide a timely focus for this purpose. It will only be when the benefits of adoption of the standards are seen that there is likely to be general acceptance of them.

The EHEA operates on the basis of individual national responsibility for higher education and this implies autonomy in matters of external quality assurance. Because of this the report is not and cannot be regulatory but makes its recommendations and proposals in a spirit of mutual respect among professionals; experts drawn from higher education institutions including students; ministries; and quality assurance agencies. Some signatory states may want to enshrine the standards and review process in their legislative or administrative frameworks. Others may wish to take a longer view of the appropriateness of doing so, weighing the advantages of change against the strengths of the status quo. The proposed European Consultative Forum for Quality Assurance in Higher Education should prove a useful place in which to discuss, debate and learn about new thinking, the experiences of other systems and the similarities and dissimilarities of national experiences.

All in all, there will be a considerable and challenging workload for ENQA, its E4 partners and other key stakeholders to get to grips with in the coming years. The report therefore makes it clear that completion of this report is not the same thing as fulfilling the Bologna goal of a quality assurance dimension for the EHEA. Ahead lies more work to implement the recommendations of the report and secure the implied quality culture among both the higher education institutions and the external quality assurance agencies. What has been set in motion by the Berlin mandate will need continuing maintenance and coaxing if it is to provide the fully functioning European dimension of quality assurance for the EHEA.

A European higher education area with strong, autonomous and effective higher education institutions, a keen sense of the importance of quality and standards, good peer reviews, credible quality assurance agencies, an effective register and increased co-operation with other stakeholders, such as employers, is now possible and the proposals contained in this report will go a long way towards making that vision a reality.

Annex:
Cyclical review of quality assurance agencies[4] – a theoretical model

The model presented below is a proposed indicative outline for a process of external review of an external quality assurance agency. It is presented as an example of a credible process suited to identify compliance with the European standards for external quality assurance agencies. However, note must be taken that the purpose is instructive and illustrative. Therefore, the level of detail is high and most likely higher than what will be perceived as needed in individual peer reviews of agencies. It follows from this that in no way must the process presented here be considered as a standard in itself. Further, it should be noted that in the presented example the term "evaluation" is applied to cover objectives and processes. Terms, such as "accreditation" or "audit", might as well be applied.

The process covers the following elements:

- formulating terms of reference and protocol for the review;
- nomination and appointment of panel of experts;
- self-evaluation by the agency;
- site visit;
- reporting.

1 Terms of reference

The terms of reference must identify the goals of the review in terms of the perspectives and interests of authorities, stakeholders and the agency itself. All the main tasks and operations of the agency must be covered and in such a manner that it is evident that no hidden agendas are present.

2 Self-evaluation

2.1 Background information required from agency as basis of review

Relevant background information is necessary to understand the context in which the agency is working. The section is expected to include:

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[4] The structure of the annex approximates the one documented recently in a manual of a project on mutual recognition of quality assurance agencies in the Nordic countries.

2.1.1 A brief outline of the national higher education system, including:

- degree structure;
- institutional structure;
- procedures and involved parties in establishing new subjects, programmes and institutions;
- other quality assurance procedures;
- status of higher education institutions in relation to the government.

2.1.2 A brief account of the history of the particular agency and of the evaluation of higher education in general:

- mission statement;
- establishment of the agency (government, higher education institutions, others);
- description of the legal framework and other formal regulations concerning the agency (e.g. parliamentary laws, ministerial orders or decrees);
- the financing of the agency;
- placement of the right to initiate evaluations;
- internal organisation of the agency; including procedures for appointment and composition of board/council;
- other responsibilities of the agency than the evaluation of higher education;
- international activities of the agency, including formal agreements as well as other activities, e.g. participation in conferences, working groups and staff exchange;
- role of the agency in follow-up on evaluations: consequences and sanctions.

2.2 External quality assurance undertaken by the agency

Evidence should be produced indicating that the agency undertakes on a regular basis external quality assurance of higher education institutions or programmes. This quality assurance should involve either evaluation, accreditation, review, audit or assessment, and these are part of the core functions of the agency.

By 'regular' it is understood that evaluations are planned on the basis of a systematic procedure and that several quality assessments have been conducted over the last two years.

This evidence should include:

- a description of the methodological scope of the agency;
- an account of the number of quality assessments conducted and the number of units evaluated.

2.3 Evaluation method applied by the agency

2.3.1 Background information

An account of the overall planning of an evaluation and other fundamental issues is needed to be able to determine if the agency is working on the basis of transparent methodological procedures.

This account should include:

- the procedures for briefing of and communication with the evaluated institutions;
- the agency strategy for student participation;
- the procedures related to establishing the terms of reference/project plan of the individual assessment;
- the reference(s) for evaluation (predefined criteria, legal documents, subject benchmarks, professional standards, the stated goals of the evaluated institution);
- the extent to which the methodological elements are modified to specific reviews.

2.3.2 Elements of methodology

An account giving evidence that the methodology the agency is working on is pre-defined and public and that review results are public.

The methodology includes:

- self-evaluation or equivalent procedure of the given object of evaluation;
- external evaluation by a group of experts and site visits as decided by the agency;
- publication of a report with public results.

The agency can also work out and apply other methodologies fit for special purposes.

The agency's decisions and reports are consistent in terms of principles and requirements, even if different groups form the judgements.

If the agency makes evaluation decisions, there is an appeals system. This methodology is applied to the needs of the agencies.

If the agency is to make recommendations and/or conditional resolutions, it has a follow-up procedure to check on the results.

2.3.3 An account of the role of the external expert group

The account on the role of the external expert group should include:

- procedures for nomination and appointment of experts, including criteria for the use of international experts, and representatives of stakeholders such as employers and students;
- methods of briefing and training of experts;
- meetings between experts: number, scope and time schedule in relation to the overall evaluation process;
- division of labour between agency and experts;
- role of the agency's staff in the evaluations;
- identification and appointment of the member(s) of staff at the agency to be responsible for the evaluation.

2.3.4 Documentation

Several accounts of the agency's procedures for collecting documentation are needed to determine the procedures related to the self-evaluation of the agency and site visits:

2.3.4.1 An account of the procedures related to self-evaluation

This account should include:
- specification of content in the guidelines provided by the agency;
- procedural advice provided by the agency;
- requirements for composition of self-evaluation teams, including the role of students;
- training/information of self-evaluation teams;
- time available for conducting the self-evaluation.

2.3.4.2 An account of the procedures related to the site visit

This account should include:
- questionnaires/interviewing protocols;
- principles for selection of participants/informants (categories and specific participants);
- principles for the length of the visit;
- number of meetings and average length;
- documentation of the meetings (internal/external, minutes, transcriptions etc.);
- working methods of the external expert group.

2.3.4.3 The reports

The documentation should include the following information on the reports:
- purpose of the report;
- drafting of the report (agency staff or experts);
- format of report (design and length);
- content of report (documentation or only analysis/recommendations);
- principles for feedback from the evaluated parties on the draft report;
- publication procedures and policy (e.g. handling of the media);
- immediate follow-up (e.g. seminars and conferences);
- long-term follow-up activities (e.g. follow-up evaluation or visit).

2.3.5 System of appeal

The agency documents a method for appeals against its decisions and how this methodology is applied to the needs of the agency. It must be evident from the documentation to what extent the appeals system is based on a hearing process through which the agency can provide those under evaluation a means to comment on and question the outcomes of the evaluation.

Basically, the agency must provide evidence that the appeals system provides for those under evaluation an opportunity to express opinions about evaluation outcomes.

2.4 Additional documentation

This additional documentation should provide an account of the use of surveys, statistical material or other kinds of documentation not mentioned elsewhere. This material should be public.

2.5 Procedures for a quality system for agencies

The agency must document that it has in place internal quality assurance mechanisms that conform to those stipulated in the European standards for external quality assurance agencies.

2.6 Final reflections

An analysis of the agency's strengths, weaknesses, opportunities and threats is needed in order to give an account of the capacity of the agency to adapt to new demands and trends and to permanently improve its actions while maintaining a solid and credible methodological framework and governance model.

3 Guidelines for the external review panel

These guidelines describe the expectations to the external review panel. They comprise guidance on:

- appointment and general organisation;
- site visit;
- drafting of the report.

As described above, the agency under review should provide a self-evaluation report according to the provided guidelines. The self-study should be sent to the external review panel no later than a month before the visit.

3.1 Appointment of the external review panel

This section concerns the appointment of the experts that should conduct the review.

The external expert group should consist of the following experts:

- one or two quality assurance experts (international);
- representative of higher education institutions (national);
- student member (national);
- stakeholder member (for instance an employer, national).

One of these experts should be elected Chair of the external review panel.

It is also recommended that the panel should be supplemented with a person who, in an independent capacity from the agency, would act as a secretary.

Nominations of the experts may come from the agencies, stakeholders or local authorities but in order to ensure that the review is credible and trustworthy, it is essential that the task of appointing the experts be given to a third party outside the agency involved. This third party could for instance be ENQA or an agency not involved in the process. The basis for the recognition of the experts should be declarations of their independence. However, the agency under review should have the possibility to comment on the final composition of the panel.

3.2 Site visit

A protocol must be available for the site visit along lines such as the following:

The visit is recommended to have a duration of two-three days, including preparation and follow-up, depending on the external review panel's prior knowledge of the agency under review and its context. The day before the visit the panel will meet and agree on relevant themes for the visit. The purpose of the site visit is to validate the self-study. Interview guides should be drafted with this perspective in mind.

The visit could include separate meetings with members from the agency board, management, staff, experts, owners/key stakeholders and representatives from evaluated institutions at management level as well as members from the internal self-evaluation committees.

3.3 Preparation of the report

Apart from fulfilling the general terms of reference the report must focus in a precise manner on compliance with the European standards for external quality assurance agencies as specified in the self-study protocol, as well as with possibilities for and recommendations on future improvements.

After the visit the external review panel assisted by the secretary will draft a report. The final version should be sent to the agency under review for comments on factual errors.