
ENQA AGENCY REVIEW: EVALUATION AGENCY OF BADEN-WÜRTTEMBERG (EVALAG)

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Contents

EXECUTIVE SUMMARY.....	3
INTRODUCTION.....	5
BACKGROUND OF THE REVIEW AND OUTLINE OF THE REVIEW PROCESS.....	5
BACKGROUND OF THE REVIEW	5
MAIN FINDINGS OF THE 2014 REVIEW	5
REVIEW PROCESS	7
HIGHER EDUCATION AND QUALITY ASSURANCE SYSTEM OF THE AGENCY	8
HIGHER EDUCATION SYSTEM	8
QUALITY ASSURANCE	8
EVALAG	9
EVALAG'S ORGANISATION/STRUCTURE	10
EVALAG'S FUNCTIONS, ACTIVITIES, PROCEDURES	11
EVALAG'S FUNDING	15
FINDINGS: COMPLIANCE OF [AGENCY] WITH THE STANDARDS AND GUIDELINES FOR QUALITY ASSURANCE IN THE EUROPEAN HIGHER EDUCATION AREA (ESG).....	16
ESG PART 3: QUALITY ASSURANCE AGENCIES	16
ESG 3.1 ACTIVITIES, POLICY, AND PROCESSES FOR QUALITY ASSURANCE	16
ESG 3.2 OFFICIAL STATUS	18
ESG 3.3 INDEPENDENCE	19
ESG 3.4 THEMATIC ANALYSIS	21
ESG 3.5 RESOURCES	22
ESG 3.6 INTERNAL QUALITY ASSURANCE AND PROFESSIONAL CONDUCT	24
ESG 3.7 CYCLICAL EXTERNAL REVIEW OF AGENCIES.....	25
ESG PART 2: EXTERNAL QUALITY ASSURANCE	26
ESG 2.1 CONSIDERATION OF INTERNAL QUALITY ASSURANCE.....	26
ESG 2.2 DESIGNING METHODOLOGIES FIT FOR PURPOSE	27
ESG 2.3 IMPLEMENTING PROCESSES.....	29
ESG 2.4 PEER-REVIEW EXPERTS	31
ESG 2.5 CRITERIA FOR OUTCOMES	33
ESG 2.6 REPORTING	35
ESG 2.7 COMPLAINTS AND APPEALS.....	36
ADDITIONAL OBSERVATIONS	38
WAYS TO FURTHER STRENGTHEN EVALAG	38

CONCLUSION	39
SUMMARY OF COMMENDATIONS	39
OVERVIEW OF JUDGEMENTS AND RECOMMENDATIONS	39
SUGGESTIONS FOR FURTHER DEVELOPMENT	40
ANNEXES	44
ANNEX 1: PROGRAMME OF THE SITE VISIT	44
ANNEX 2: TERMS OF REFERENCE OF THE REVIEW	52
ANNEX 3: GLOSSARY	59
ANNEX 4. DOCUMENTS TO SUPPORT THE REVIEW	60
DOCUMENTS PROVIDED BY EVALAG BEFORE THE VISIT	60
OTHER SOURCES AVAILABLE ONLINE	60
FURTHER DOCUMENTATION RECEIVED BY THE REVIEW PANEL DURING THE VISIT	61

EXECUTIVE SUMMARY

This report analyses the compliance of the Evaluationsagentur Baden-Württemberg (evalag) with the *Standards and Guidelines for Quality Assurance in the European Higher Education Area* (ESG). evalag was established in 2000 by the federal state of Baden-Württemberg in Germany as a foundation under public law. evalag has been a member of ENQA since 2001 and has been listed in the European Quality Assurance Register for Higher Education (EQAR) since 2010. This is evalag's third external review against the ESG and the first one coordinated by ENQA for the purpose of reconfirming its ENQA membership. This external review report is the result of the review process comprising evalag's self-assessment process and an external site visit conducted in January 2019 and the analysis of additional documents as requested by the panel.

evalag is one of ten agencies thus far authorised to assess the quality of study programmes and institutional quality management systems in Germany. evalag operates both within Germany and internationally. The agency's activities that fall within the scope of the ESG include evaluation of fields of study; accreditation of study programmes in Germany (before 2020); system accreditation in Germany (before 2020), programme assessment procedures; institutional assessment procedures; international programme accreditation; international institutional accreditation; audits of quality management in Austria; institutional accreditation in Switzerland and (institutional) certification of advanced study programmes. evalag also offers a wide range of activities outside ESGs, aimed at supporting higher education institutions and helping to enhance the quality of their operations.

The panel found that evalag's work is widely appreciated by all stakeholders. The panel gave commendations on evalag's thorough work in preparing all the quality assurance activities it undertakes (ESG 3.1); the quality of its peer review experts and its careful preparation of the experts for the task at hand (ESG 2.3), as well as the way in which it guides the institutions through the quality assurance processes (ESG 2.5).

The panel gave recommendations to evalag concerning student representation in the Foundation Board (ESG 3.1); involvement of stakeholders in the design and development of review methodologies (ESG 2.2); provision of training seminars for each type of review (ESG 2.4); as well as clarity and accessibility of its complaints and appeals procedure (ESG 2.7). The panel found evalag to be substantially compliant in ESGs 3.3, 2.2, 2.4 and 2.7; and fully compliant in ESGs 3.1, 3.2, 3.4, 3.5, 3.6, 3.7, 2.1, 2.3, 2.5, and 2.6.

The panel gave evalag additional suggestions for improvement concerning its strategic planning process and international recognition (ESG 3.1); formalisation of the no-conflict of interest procedures for evalag staff (ESG 3.3); expanding thematic analyses (ESG 3.4); and increasing flexibility of staff between evalag's two departments (ESG 3.5). Furthermore, the panel gave suggestions concerning a more structured follow-up procedure (ESG 2.3) and expanding the pool of reviewers through open calls (ESG 2.4).

The review panel took note of the significant change in the German quality assurance system taking place in the beginning of 2018, as the new Interstate treaty on the organisation of the joint accreditation system came in to force. This treaty moves the accreditation-granting power to federal level German Accreditation Council instead of the authorised quality assurance agencies, which, since January 2018 only coordinate the assessment procedures preceding the accreditation. Procedures where contracts were agreed upon between evalag and the institution by the end of 2017, will be carried out by evalag up until 2020 according to the old legal framework. Therefore, from 2018 to 2020 the old and the new system run in parallel. The panel believes that this change will strengthen

evalag's ability to focus on quality enhancement instead of quality control, and thus offer new opportunities for evalag to contribute further to the development of the German higher education sector.

INTRODUCTION

This report analyses the compliance of evalag (Evaluationsagentur Baden-Württemberg, evalag) with the *Standards and Guidelines for Quality Assurance in the European Higher Education Area* (ESG). It is based on an external review conducted in the period between October 2018, when evalag sent the European Association for Quality Assurance in Higher Education (ENQA) its self-assessment report and April 2019 when the review report was finalised.

evalag was established in 2000 by the federal state of Baden-Württemberg in Germany as a foundation under public law. evalag has been a member of ENQA since 2001, and listed in the European Quality Assurance Register for Higher Education EQAR since 2010. In 2009, evalag was authorised as an accreditation agency by the German accreditation council, and since 2010, evalag has been a member of the Deutsche Gesellschaft für Evaluation e.V. (DeGEval). The agency operates both in the state of Baden-Württemberg and in Germany as well as internationally.

BACKGROUND OF THE REVIEW AND OUTLINE OF THE REVIEW PROCESS

BACKGROUND OF THE REVIEW

ENQA's regulations require all member agencies to undergo an external cyclical review, at least once every five years, in order to verify that they act in substantial compliance with the ESG as adopted at the Yerevan ministerial conference of the Bologna Process in 2015.

As this is evalag's third review, the panel is expected to provide clear evidence of results in all areas and to acknowledge progress from the previous review. The panel has adopted a developmental approach, as the *Guidelines for ENQA Agency Reviews* aim at constant enhancement of the agencies.

MAIN FINDINGS OF THE 2014 REVIEW

The previous review of evalag took place in 2014, with the external report submitted by the review panel on 15th August 2014. This review was coordinated by the German Accreditation Council (GAC) for the dual purposes: firstly, for the review of the agency's compliance with the GAC criteria for the Council membership, and secondly, for the agency's review on compliance with the ESGs for ENQA membership and listing in EQAR. The review report therefore included the assessment of the agency against these two, partially overlapping sets of standards. The 2014 review referred to the version of the ESGs agreed upon in 2005. The review panel recommended evalag to take actions regarding the ESGs 2.2; 2.4; 2.8; 3.7; and 3.8. The recommendations were communicated to evalag by the ENQA Board in a letter on 19th December 2014 as follows (evalag's responses, according to the self-assessment report from October 2018, follow each of the listed points):

- ESG 2.2: The agency should enlist students to work on the international accreditation and evaluation procedure documents.
Response: evalag revised the procedure documents in 2015 as a result of the new ESGs and the criteria in 2016; and involved students in this process.
- ESG 2.4: evalag should create measures which ensure that active students with close proximity to higher education institutions are involved with the Accreditation Commission.
Response: the Foundation Board changed the statutes in 2014 to this end. As a result, the student representatives resigned and new, active students were recruited to the Accreditation Commission.

- ESG 2.8 (ESG 2015: 3.4): evalag should regularly analyse and (with the expected new version of the ESG in mind) publish the results of its own quality assurance procedures.
Response: evalag has decided to do this every 2-3 years. So far two thematic analyses have been published, and the ENQA panel checked these reports. The first one, evalag – a “Learning Organisation”, analysing the development of the organisation’s quality assurance work, was published in 2016 and the second one on the peer review process was published in 2018.
- ESG 3.7 (ESG 2015: 2.7): The agency should appoint organisations for decision-making and organisations for analysis of complaints which are independent of each other, and rule out parallel memberships.
Response: This change was included in the revisions of the evalag statutes in 2014.
- ESG 3.8 (ESG 2015: 3.6): In the future, the agency should refrain from appointing members of decision-making bodies as experts.
Response: This has been accomplished through decision by evalag’s Accreditation Commission in 2014.
- ESG 3.8 (ESG 2015: 3.6): The agency should submit a revised Quality Management Hand Book, which is orientated towards the practice of quality assurance. It should also be described how empirical data from evalag’s own procedures shall be gathered and evaluated.
Response: A thorough revision was completed in 2014. The panel also heard that the IQM is continuously updated as new regulations emerge or when the agency staff internally develops its practices.

Following the 2014 review, EQAR committee asked for further clarifications regarding the ESG and non-ESG related activities of evalag. EQAR concluded that only the “programme and system accreditation in Germany, programme and institutional accreditation abroad, audits, as well as evaluations of higher education institutions, study programmes or other organisational units” were within the scope of ESGs, while consultancy services, further training offers and the administration of grants or awards were not. The register committee concluded that „based on the external review report and evalag’s additional representation ... that evalag continues to comply substantially with the ESG and, therefore, renewed its inclusion on the Register“ (EQAR RC15/A19, 05.06.2015). The EQAR listing of evalag is valid until 31.08. 2019. Furthermore, when deciding on evalag’s registry on EQAR in 2014, the EQAR register committee noted that in the next review the specific attention should be paid to the following ESGs:

- ESG 2.1 (ESG 2015: 2.1): Special attention should be paid to whether evalag consistently addresses all ESGs part 1 in all of its ESG-related procedures.
Response: the SAR and its annexes show that that this is the case. More detail may be found in 2.1 of this report.
- ESG 2.5 (ESG 2015: 2.6): Special attention should be paid to whether evalag publishes also those reports where the accreditation decision was a negative one.
Response: There have been no negative decisions, but if there were, the process states that those reports would also be published.
- ESG 2.8 (ESG 2015: 3.4): Attention should be paid to whether evalag publishes system-wide analyses based on its evaluation reports.

Response: evalag has developed a concept for system-wide, thematic analyses. The first one has been published in 2016, and the second in 2018.

- ESG 3.7. (ESG 2015: 2.7): Special attention should be paid to how evalag has ensured the separation of the bodies responsible for accreditation and those for appeals, and whether they have ruled out double membership in those bodies.

Response: This has been ensured with the revision of the statutes in 2014.

REVIEW PROCESS

The 2019 external review of evalag was conducted in line with the process described in the *Guidelines for ENQA Agency Reviews* and in accordance with the timeline set out in the Terms of Reference, which were agreed upon on 15.05.2018. The panel for the external review of evalag was appointed by ENQA and composed of the following members:

- Fiona Crozier (Chair), Head of International, Quality Assurance Agency for Higher Education, United Kingdom, Quality assurance professional (ENQA nominee)
- Terhi Nokkala (Secretary), Senior Researcher, Finnish Institute for Educational research, University of Jyväskylä, Finland, Academic (EUA nominee)
- Mark Frederiks, International Policy Coordinator, Accreditation Organisation of the Netherlands and Flanders, The Netherlands, Quality assurance professional (ENQA nominee)
- Philipp Schulz, Master's program in Business Administration and Engineering, RWTH Aachen University, Germany, Student (ESU nominee).

Self-assessment report

The review was conducted on the basis of fruitful and candid collaboration with evalag. A team of evalag staff prepared the draft self-assessment report (the team comprised the Chief Executive Officer, two heads of departments and one project manager at evalag). The draft went through several rounds of revision, during which time it was commented on by all evalag project managers, the members of the Accreditation Commission and the Foundation Board. The Foundation Board finalised the self-assessment report in October 2018, after which the document was submitted to ENQA.

The self-assessment report contains a SWOT analysis that resulted from an internal SWOT analysis by the evalag staff as well as from an external SWOT analysis conducted by evalag stakeholders, such as the review experts, students, clients, seminar participants and the Ministry representatives. During the site visit, the panel members were told that the process of composing the self-assessment report and the SWOT analysis had been a fruitful exercise, after which, for example, the mission statement of the agency had been renewed.

The SAR included a description of the operational context of the agency, its history, profile and activities, description of evalag's different quality assurance activities and their methodologies, as well as descriptions of the agency's internal quality assurance and international activities. Furthermore, the SAR included a description of evalag's compliance against the ESGs parts two and three. Finally, the SAR included information about evalag's stakeholder activities, recommendations from the previous ENQA evaluation, the SWOT analysis and a discussion on the agency's current challenges and areas for future development. The SAR included altogether 19 annexes, including, among others, the agency's statutes from 2015, assessment criteria for all evalag's quality assurance procedures, thematic analyses published by the agency, and the agency's internal quality management manual. The complete list of all the annexes can be found at annex 4 of this report. Finally, the SAR included a

list of relevant, publicly available documentation pertaining to the work of evalag. During the site visit, the panel received additional documentation, for example, on the financial statements of evalag, the latest revision of statutes dated October 2018, the forms used by evalag for collecting feedback from the higher education institutions, and the forms used for the review experts' declarations of conflict of interest. The complete list of documentation that was used by the panel to support the review is listed in annex 4 of this report.

Site visit

The ENQA review panel conducted the site visit from 23.-25.01.2019. The site visit was preceded by an internal meeting of the review panel in the morning of 23.01.2019. During the site visit, the review panel conducted 14 meetings with the agency personnel, representative of evalag Foundation Board, Accreditation Commission, Appeals Commission, representatives of higher education institutions assessed by evalag, reviewers, student and employer representatives, as well as the representatives of relevant external organisations such as the Baden-Württemberg Ministry of Science, Research and the Arts, and the German Accreditation Council. The review panel met with some of the stakeholders via skype. Two of the meetings were facilitated by an interpreter. The complete schedule listing all the people met by the panel can be found in annex 1 of this report.

The meetings were conducted in open and candid atmosphere and evalag made every attempt to accommodate all the wishes of the review panel both before and during the site visit. At the end of the site visit, the review panel presented the overview of the findings to the agency staff.

The review panel was supported throughout the site visit by ENQA Reviews Manager, Goran Đaković.

HIGHER EDUCATION AND QUALITY ASSURANCE SYSTEM OF THE AGENCY

HIGHER EDUCATION SYSTEM

The German higher education system comprises 115 universities, 217 universities of applied sciences, 57 colleges of art or music and eight other higher education institutions. The higher education institutions serve a student population of 2,8 million students with approximately 10500 undergraduate programmes and 9500 postgraduate programmes. Circa 70% of higher education institutions are government-funded, the remaining 30% are private, government-accredited institutions. Due to the federal system in Germany, individual states have the primary responsibility for education, including funding, legislation and organisation of higher education. For this reason, there are significant differences between the higher education systems in different German states. Some basic principles have been agreed upon by the Standing Conference of the Ministers of Education and Cultural Affairs to facilitate mobility between states and to ensure equal treatment of students.

QUALITY ASSURANCE

evalag is one of the ten agencies thus far authorised to assess the quality of study programmes and institutional quality management systems in Germany. The others include seven German quality assurance agencies (ACQUIN, AHPGS, AKAST, AQAS, ASIIN, FIBAA and ZEvA), one Austrian (AQ Austria) and one Swiss (AAQ) quality assurance agency. Similarly, evalag is authorised to offer quality assurance, such as system audits in Austria and institutional accreditation in Switzerland.

Previously an authorisation of the quality assurance agency by the German Accreditation Council was a prerequisite for operating in Germany. According to the new legislation concerning quality assurance, the agencies no longer need to be authorised by GAC, but any EQAR-listed agency can operate in Germany.

A significant change in the German quality assurance system took place in the beginning of 2018, as the new Interstate treaty on the organisation of the joint accreditation system came in to force. The Treaty decrees that accreditation will be granted by the federal level German Accreditation Council instead of the authorised quality assurance agencies, which, since January 2018 only coordinate the assessment procedures preceding the accreditation. Once the assessment is completed by the agency and the report has been sent to the requesting higher education institution, the institution will submit the report, along with their comments, to the German Accreditation Council, who will make a decision on the accreditation. The GAC will also ensure the follow-up on the accreditation.

Currently the quality assurance procedures in use in Germany include programme accreditation and system accreditation; the certification of further education programmes is practiced, but not legally required in every federal state. The panel was told that with the new law pertaining to accreditations, a trend of moving away from programme accreditation and towards system accreditations is to be expected.

EVALAG

evalag was established in 2000 as an evaluation agency by the state of Baden-Württemberg. evalag is a non-profit organisation, functioning as a foundation under public law. evalag has been a member of ENQA since 2001, and listed in EQAR since 2010. During the years 2001-2006, the agency operated primarily in the state of Baden-Württemberg, but in 2007-2008 its statutes were amended to expand the scope of activities. In 2009, evalag was authored as an accreditation agency by the German Accreditation Council, and since 2010, evalag has been a member of the Deutsche Gesellschaft für Evaluation e.V. (DeGEval). Currently evalag operates in the state of Baden-Württemberg and elsewhere in Germany as well as internationally.

According to its statutes, amended in October 2018 in response to the changes in the German quality assurance system, the purposes of evalag are stated as follows:

- “(a) Evaluations in the area of science on its own as well as on mandate of higher education institutions and the Ministry of Science of the federal state of Baden-Württemberg (hereinafter referred to as “state”),
- (b) Development of systems for quality assurance and their application in the area of science, particularly in the higher education area,
- (c) Consulting higher education institutions and other scientific institutions on questions of quality assurance and enhancement,
- (d) Implementation of external quality assurance procedures in accordance with internationally applicable standards on the basis of the applicable legal requirements,
- (e) Other activities serving the promotion of science,
- (f) Applied university research in the field of quality assurance and quality development in studies and teaching (Statutes, page 1)”.

EVALAG'S ORGANISATION/STRUCTURE

The formal bodies of evalag are, according to its statutes, the Foundation Board, the Accreditation Commission (AC), the Appeals Commission, and the Chief Executive Officer. There is no overlapping membership in these bodies, and the members of these bodies cannot act as experts in the evaluation organised by evalag.

The highest decision-making body of evalag is its Foundation Board, which oversees all activities of the Foundation, ensures it follows standards of external quality assurance, decides on the amendments to the Foundation's statutes and appoints its CEO as well as the Accreditation Commission and Appeals Commission. The Foundation Board comprises a chair and eight members appointed by the Minister of Science in consultation with the Rector's Conferences of the higher education institutions in Baden-Wuerttemberg, as well as one non-voting member appointed by the Minister of Science, who may send an alternate. The members are appointed for a term of three years.

According to evalag's statutes, "In the assessment procedures for the preparation of accreditations at the Accreditation Council Foundation¹, the Accreditation Commission is responsible for ensuring an adequate, science-driven selection of reviewers by taking into account the procedures developed by the German Rectors Conference in accordance with Article 3 (3) of the "Interstate Treaty on the organization of a joint accreditation system to ensure the quality of teaching and learning at German higher education institutions (Interstate study accreditation treaty)." (evalag statutes, amended 12.10.2018; § 12 (1)). The Accreditation Commission comprises seven members, including scientific staff of different types of higher education institutions, as well as a representative of employers and a student representative. Additionally, the Accreditation Commission can have up to 20 associated members, who are consulted when appointing reviewers in their fields of expertise. The members are appointed for a term of three years by the Foundation Board. Further information on the future role of the Accreditation Commission may be found under standard 3.3.

The Appeals Commission, which is appointed by the Foundation Board, but remains otherwise independent from the other bodies of the Foundation, reviews formal appeals against the decisions of the Accreditation Commission. According to the amended statutes (§ 16 (1) (a) and (b)), it comprises four voting members: "(a) One representative of each institution concerned with quality assurance in higher education, one representative of another domestic external quality assurance agency, one representative of a foreign external quality assurance agency and, (b) One student representative." The members are appointed for a term of three years.

The Chief Executive Officer is responsible for managing the daily activities of the agency, and for preparing and implementing the resolutions for the Foundation Board and the Accreditation Commission. The CEO is appointed by the Foundation Board for a term of five years and may be reappointed.

For its daily activities, evalag had, at the time of the site visit, two departments, the Department of Consulting, Evaluation and Organisational Development (formerly called Department of Quality

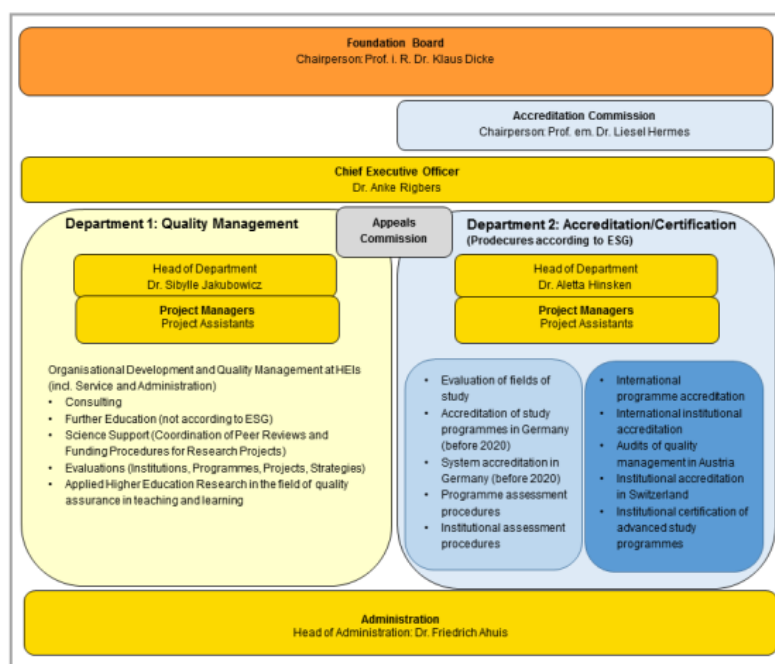
¹ This is a direct quote from evalag statutes 5§12, English translation is provided by evalag. Accreditation Council Foundation in the quote refers to the German Accreditation Council (Stiftung Akkreditierungsrat).

Management) and the accreditation/certification/assessment division (formerly called the Department of Accreditation and Certification).²

The accreditation/certification/assessment division, referred to in evalag documentation as Department 2, handles all issues that are within the scope of the ESGs. These include evaluation of fields of study; accreditation of study programmes in Germany (before 2020); system accreditation in Germany (before 2020), programme assessment procedures; institutional assessment procedures; international programme accreditation; international institutional accreditation; audits of quality management in Austria; institutional accreditation in Switzerland and (institutional) certification of advanced study programmes.

At the time of the site visit, evalag employed 19 people, about two thirds of whom are employed on permanent contracts and the rest on fixed-term contracts of two years. The panel was told that a rapid turnover of staff is an issue in evalag.

Diagram 1: evalag's organisation chart (SAR, p. 11), bearing the names for the two departments used at the time of writing the SAR.



EVALAG'S FUNCTIONS, ACTIVITIES, PROCEDURES

As per their statutes and long-standing dedication to the quality of higher education, evalag has a wide range of activities aimed at supporting higher education institutions and enhancing the quality of their operations. This means that evalag offers services that fall within the scope of the ESGs, and those that do not. Therefore, evalag services are organisationally separated in that they are dealt with by two different departments. The distinction is also made clear on evalag's website, in its organisation chart³. While evalag has changed its organisational chart since the time of the site visit from two to

² Please note that at the time of writing of this report (April 2019), evalag organisation chart on the agency's website shows that evalag currently has three departments: 1) Quality Management 2) Accreditation/Certification and 3) Science Support.

³ <https://www.evalag.de/en/agency/organisation-chart/>

three departments, the ESG-related activities are still located in the same department as during the site visit and are still separated from the agency's other activities.

The scope of the activities and the resources they require may vary greatly, from small one-day workshops to large institutional accreditation processes. While each department has its own staff, they can assist the staff of the other department if necessary, which allows for some flexibility in terms of workload and thus financial sustainability of evalag's different operations.

During the time of the site visit, the Department of Consulting, Evaluation, Organisational Development (Department 1) was responsible for all those activities that do not fall within the scope of the ESG's; including consulting the higher education institutions who wish to develop their organisation or prepare for an institutional accreditation by another agency. evalag also conducts various coordinating activities on behalf of the Ministry of Science, Research and the Arts in Baden-Württemberg. These activities are seen to belong to the basic grant the agency receives annually from the Ministry.

The activities that do not fall within the scope of the ESGs include the following:

- Consultancy, by which evalag refers to services requested by individual higher education institutions and which do not follow any predefined methodology or leading to formal decisions.
- further education (not according to ESGs),
- science support (coordination of peer reviews and funding procedures for research projects)⁴,
- evaluations of institutions, programmes, projects and strategies, and
- applied higher education research in the field of quality assurance in teaching and learning.

It must be noted that due to the historical usage in the German context, evalag uses the term evaluation (in German: Evaluation) both in terms of evaluations within the scope of ESGs and to some activities that do not fall within the scope of ESGs. For example, between 2014 and 2017 evalag's Department 1 completed 12 evaluation procedures that were deemed to be outside the scope of the ESGs, as they do not fulfill the three conditions necessary for activities falling under the scope of ESGs: 1) following predefined criteria, 2) being based on an assessment by peers and 3) leading to a formal decision. The panel reviewed some of the evaluation reports and can ascertain that these evaluations do not fulfill these three basic criteria. Some of the reports from non-ESG related activities are also published at <https://www.evalag.de/en/projects/>. evalag makes it clear in its reports whether the evaluation in question falls within the scope of ESGs or not. The terms 'accreditation', 'audit' and 'certification' are only used for activities within the scope of the ESG.

All activities that fall within the scope of the ESG are handled by the Accreditation/certification/assessment division (Department 2). This division is also evident on evalag's organisation chart, which can be found on the agency website.

The activities that fall within the scope of the ESG are carried out by evalag either in Germany or internationally (the procedures specific to Austria or Switzerland). Some of the procedures, namely the accreditation of study programmes in Germany and the system accreditation in Germany will

⁴ Please note that since the site visit, the science support activity has moved to a new separate department, Department 3: Science Support. See <https://www.evalag.de/en/agency/organisation-chart/>

cease in 2020 as the transition period before the full implementation of the new German quality assurance regulations ends.

Overall, the activities of evalag that fall within the scope of the ESG include:

- evaluation of fields of study;
- accreditation of study programmes in Germany (before 2020);
- system accreditation in Germany (before 2020),
- programme assessment procedures;
- institutional assessment procedures;
- international programme accreditation;
- international institutional accreditation;
- audits of quality management in Austria;
- institutional accreditation in Switzerland and
- (institutional) certification of advanced study programmes.

The assessment process used in the ‘accreditation of study programmes in Germany (before 2020)’ and ‘system accreditation in Germany (before 2020)’ are identical to those of ‘programme assessments procedures’ and ‘institutional assessment procedures’ under the new German quality assurance system, bar the stage of decision making. In the old system, the decision-making and follow-up on the accreditation was made by evalag’s Accreditation Commission, whereas in the new system resulting from the interstate treaty of 2018, the decision is made and the follow-up handled by the German Accreditation Council.

The numbers of each of the types of activities undertaken by evalag that have taken place since the previous review in 2014 are listed in the table below.

Table 1: Numbers of different types of procedures under ESG completed by evalag, 2014-2018

Type of procedure	Number of procedures completed				
	2014	2015	2016	2017	2018 (up to October 2018)
evaluation of fields of study	0	0	0	0	0
accreditation of study programmes in Germany (before 2020)	91	5	25	89	15
system accreditation in Germany (before 2020)	0		1	1	1
programme assessment procedures	0	0	0	0	1
institutional assessment procedures	0	0	0	0	0
international programme accreditation	17	1	0	19	6

international institutional accreditation	0	0	0	1	2
audits of quality management in Austria	1	2	4	4	1
institutional accreditation in Switzerland	0	0	0	0	0
(institutional) certification of advanced study programmes	0	1	1	3	2

Source: SAR, p 13. Please note that some of the figures have been updated by evalag as part of the factual check.

According to the table, the numbers of the programme accreditations vary greatly from one year to another. The panel was told that this is partly because in some smaller institutions, evalag has conducted a number of programme accreditations which were clustered together. This means that while they show up in the table as several different procedures, they were in fact conducted simultaneously and required the contribution of only one project manager.

According to the SAR and the interviewees met by the panel, the following overall steps and/or criteria are shared by all activities within the scope of ESGs:

- Determination of the subject matter by evalag
- Compilation and appointment of an expert panel by evalag
- Impartiality of the review experts
- Self-assessment / Self-assessment report (SAR) prepared by the higher education institution
- Training, information and preparation of the expert panel by evalag
- Preparatory meeting of the panel before the site visit
- Site visit
- Expert report prepared by the review panel
- Decision/critical acclaim
- Publication of the expert report regardless of a positive or negative decision
- Collection and analysis of feedback for quality assurance and improvement
- Follow-up
- Complaints and appeals

evalag publishes all of the reports from ESG-related activities on its website: <https://www.evalag.de/en/services/accreditation/data-base/>

evalag also operates internationally. According to evalag's follow-up report from June 2016, the first international accreditations were conducted in 2011 and the agency has since had activities in Lithuania, Lebanon, Kyrgyzstan, Kosovo, Hungary, and Mexico. Additionally, evalag was approved as an accreditation agency in Austria in 2014 and has since conducted 13 audits of institutional quality management systems in that country. While evalag is authorised to conduct institutional accreditations in Switzerland, it has not conducted any procedures there so far.

The evalag SAR explains that it is evalag's policy not to conduct ESG-related quality assurance procedures with institutions which it has previously consulted in enhancing its activities related to the

same topic or area. For example, if a higher education institution engages evalag to conduct a preparatory exercise before seeking an institutional accreditation, evalag would then not conduct the actual institutional accreditation. Instead, that higher education institution would have to turn to another agency for that the institutional accreditation. However, after an ESG-related quality assurance procedure, including the follow-up, is completed, evalag may engage in consultancy with the same institution. This statement was corroborated by evalag staff during the site visit (see also ESG 3.3).

EVALAG'S FUNDING

According to the financial statements seen by the review panel, evalag's annual expenses in the past five years varied between 1,4 million euros and 1,8 million euros. In its SAR, evalag states that the agency's funding comprises two primary sources, basic grant and fees paid in exchange of its activities. The basic grant is received from the Ministry of Science, Research and the Arts Baden-Württemberg to cover part of the activities of Department 1. The representative of the Ministry met by the review panel stated that the Ministry sees the evalag as a valuable partner for whom it wants to provide stability in the form of the basic grant. The Ministry often asks evalag to perform various coordinating tasks on the Ministry's behalf. evalag does not receive additional compensation for these tasks, as they seem to be covered by the basic grant. However, the panel learned, at its meeting with the representative of the Ministry, that if the agency feels that it is not able to conduct the task requested by the Ministry, it may decline the Ministry's request; this is entirely acceptable to the Ministry and there is an understanding that agency resources may not permit further workload at that specific time.

The remaining funding of the agency comes from the client fees from various ministries, higher education institutions, foundations, research institutes etc. to cover the costs of external quality assurance activities, workshops and other evalag services. The quality assurance procedures undertaken by Department 2 are self-financed. For Department 2 the total revenues in 2017 were approximately 476 000 euros, which closely matches the staff expenses of that same department.

FINDINGS: COMPLIANCE OF [AGENCY] WITH THE STANDARDS AND GUIDELINES FOR QUALITY ASSURANCE IN THE EUROPEAN HIGHER EDUCATION AREA (ESG)

ESG PART 3: QUALITY ASSURANCE AGENCIES

ESG 3.1 ACTIVITIES, POLICY, AND PROCESSES FOR QUALITY ASSURANCE

Standard:

Agencies should undertake external quality assurance activities as defined in Part 2 of the ESG on a regular basis. They should have clear and explicit goals and objectives that are part of their publicly available mission statement. These should translate into the daily work of the agency. Agencies should ensure the involvement of stakeholders in their governance and work.

Evidence

The evalag SAR sets out the various activities carried out by the agency, including an organisational chart (SAR, page 11) that shows how the activities of evalag are divided into two departments in order to ensure a clear division between the activities that are in line with the ESG from the ones that do not fall under the ESG. The organisational chart is also available on evalag's website (see <https://www.evalag.de/en/agency/organisation-chart/>) The SAR provided the panel with information on each activity within the scope of the ESG, including the international external quality assurance activities of evalag.

The review panel read the agency's mission statement (which is available on evalag's website), looked at evalag's website and the publications contained there and spoke to a wide range of stakeholders including HEIs, students and the representatives of employers about the activities carried out by evalag within the scope of the ESG. The panel also discussed the efficacy of the agency's structure and governance with various stakeholders to ascertain how it supports the various types of work carried out, both cyclical and ad hoc.

Analysis

The activities within the scope of the ESG for the purposes of the review were as follows:

- Evaluation of fields of study
- Accreditation of study programmes in Germany (before 2020)
- System accreditation in Germany (before 2020)
- Programme assessment procedures
- Institutional assessment procedures
- International programme accreditation
- International institutional accreditation
- Audits of quality management in Austria
- Institutional accreditation in Switzerland
- Institutional certification of advanced study programmes.

The review panel considered each of these activities through the standards of part two of the ESG. More details on each of the listed activities can therefore be found under each of the chapters on ESG part two of this report. Based on the interviews with the agency personnel, members of agency's official bodies as well as review team members and the representatives of the assessed higher education institutions met by the panel, it was clear to the panel through the affirmation provided by their responses that the activities were aligned with the agency's mission statement that is clearly published on the agency website. The website contained information about each process and the published reports that resulted from these processes. Further detail is provided in the report against standards 2.1-2.7.

The overarching body for strategy and decision-making at evalag is the Foundation Board. The Board is a key body whose role, therefore, impacts on all the agency's activities. The review panel spoke to the staff of evalag, to members of other key bodies, such as the Accreditation Commission and to a member of the Board itself. The panel believes, following the revision of evalag's statutes, that the Board has broad representation and significant experience in quality assurance in higher education. However, the panel could not find evidence of an overarching strategy that brings together the functions of planning, budgeting and risk assessment and believes that such a 'joined up' process would assist evalag as it looks to the future of working in a new context for German agencies. This was evident when the topic of the German Accreditation Council (GAC) was discussed. The panel met with the Managing Director of the GAC who stated clearly that GAC no longer sits over the other agencies but is on the same level as the other German agencies. In this context, the panel was of the view that, whilst the agency has considered the challenges of the new context at length, it would be useful for evalag to also form a view on the opportunities afforded by the new system. In this context, therefore, the panel believes that a structured strategic planning process might benefit the future work of evalag.

As mentioned in the previous paragraph, the representation on the Board is broad and includes international members. However, the panel learned that the membership does not include a student representative.

Stakeholders, interviewed by the review panel, talked about various means by which they communicated with the agency; all were asked for feedback following various activities. Furthermore, the interviewees that had attended evalag workshops were enthusiastic about these and requested more such opportunities to be offered by evalag. The interviewees were clear about processes used in the different types of quality assurance activities, their criteria and their operation and praised agency staff for the insightful preparation that was carried out in advance of each activity. All stakeholders were also clear about the difference in the activities between the two departments of evalag. Many of them spoke knowledgeably about the activities of the two departments without prompting from the panel.

One particular issue was brought to the attention of the panel in regard to ESG 3.1. The German higher education institutions that were interviewed during the site visit emphasised evalag's international work. These stakeholders were aware of the agency's international activities and of the high regard in which such activities are held. The higher education institutions believed that the agency could do more to ensure that its own reputation was enhanced and visible internationally, since this was felt to be of positive value to the domestic higher education sector. For example, membership of evalag in international organisations such as ENQA, Central and Eastern European Network of Quality Assurance Agencies in Higher Education (CEENQA) and International Network for Quality Assurance Agencies in Higher Education (INQAAHE) and the work done through those organisations, could be promoted more clearly.

Panel commendations

The panel commends evalag's work in preparing all quality assurance activities of the agency. The work the agency undertakes is thorough and widely appreciated by all stakeholders.

Panel recommendations

The panel recommends evalag to appoint a student to the Foundation Board.

Panel suggestions for further improvement

The panel suggests evalag to consider introducing a formal strategic planning process that would incorporate budget planning and risk assessment, which might help the agency to navigate the new context in which it operates.

The panel further suggests evalag to consider how best to ensure that the agency's international activities enhance and reflect its own international recognition, which would be of value to the higher education institutions with which the agency works.

Panel conclusion: substantially compliant

ESG 3.2 OFFICIAL STATUS

Standard:

Agencies should have an established legal basis and should be formally recognised as quality assurance agencies by competent public authorities.

Evidence

evalag's SAR informed the review panel that the agency was founded in 2000 by the federal state of Baden-Württemberg and is a foundation under public law. The purpose of the agency, following the examination of evalag's statutes, SAR and mission statement is to provide external quality assurance to higher education. The panel was able to review the statutes of the foundation which sets out the objectives and tasks of the agency. The SAR also described the role of the Standing Conference of the Ministers of Education and Cultural Affairs of the Länder in the Federal Republic of Germany, where evalag's activities in the field of accreditation are subject to the legal conditions set by this body.

In addition to evalag's official status in Germany, the agency is legally recognised by the Austrian Federal Ministry of Science, Research and Economy and the Swiss Accreditation Council to conduct quality management audits and institutional accreditations respectively in the two counties. To date, evalag has not carried out any work in Switzerland.

evalag is a full member of ENQA and is listed on the European Quality Assurance Register (EQAR).

Analysis

In addition to examining the statutes of the foundation, the review panel discussed evalag's role and functions with the Ministry official of the Ministry of Science, Research and the Arts of Baden-Württemberg. The interviewee reiterated the legal status of the agency and stated that the Ministry considers evalag as a key partner in assuring and enhancing the quality of higher education in

Germany. Moreover, the interviewee noted that it is also important for the Ministry that evalag is listed on EQAR as the new system for external quality assurance in Germany is being put in place.

In addition, the review panel met with the representatives from two Austrian universities who had undergone the quality management audit process, managed by evalag. The representatives of the Austrian universities expressed their satisfaction with the work carried out by evalag. Given the agency's legal recognition by the Austrian Federal Ministry of Science, Research and Economy and the Swiss Accreditation Council to conduct quality management audits and institutional accreditations respectively, the panel was reassured that no issues in relation to the agency's official status in those countries were reported.

Panel conclusion: fully compliant

ESG 3.3 INDEPENDENCE

Standard:

Agencies should be independent and act autonomously. They should have full responsibility for their operations and the outcomes of those operations without third party influence.

Evidence

evalag is a foundation under public law and is therefore subject to the Foundation Act of the federal state of Baden-Württemberg, the German Foundation Act as well as the provisions of the budgetary regulations of the federal state of Baden-Württemberg (for the financial matters). As a foundation, evalag acts independently from the state and is regulated by its statutes.

evalag is governed by the Foundation Board consisting of an external chairperson and eight external experts. The external experts are appointed by the Minister for Science in consultation with the Rectors' Conferences of the (different types of the) higher education institutions in Baden-Württemberg. The proposed experts should not be employed by higher education institutions, scientific institutions, or other public institutions in Baden-Württemberg. A non-voting member of the Ministry, appointed by the Minister of Science, can attend the meetings as a guest. The members of the Foundation Board are appointed for three years and may be reappointed twice. The members of the Foundation Board are not allowed to participate as experts in the expert panels of evalag.

The Accreditation Commission is responsible for all accreditation-related tasks, such as the accreditation of international study programmes and QA systems of higher education institutions, of evalag. The members of the Accreditation Commission are appointed by the Foundation Board. The members execute their tasks independently and by complying with the defined accreditation standards. The statutes of the foundation guarantee such independence of the Accreditation Commission: "The members are free from directives while carrying out their task" (evalag statutes, § 13(3)). The statutes of evalag have been amended on 18th October 2018 due to the changes in the German accreditation system. Although the decision-making power in accreditation has shifted to the German Accreditation Council, the Accreditation Commission still selects the expert groups in evalag's procedures. Nevertheless, the size of the Accreditation Commission has been reduced to seven members that are now complemented with up to twenty associate members to support the selection of the academic experts. These members shall be appointed for a period of three years and may be reappointed twice.

The Chief Executive Officer of evalag is in charge of the daily business of the agency and reports to the Foundation Council and the Accreditation Commission.

The experts in evalag's QA procedures may not at the same time be involved in an advisory, accreditation or evaluation function in the institution that is undergoing an evalag activity. The experts have to give assurance in writing stating no conflict of interest. The review panel was able to view such statements for different types of evalag procedures. The panel was also told during the site visit that the independence of the experts is checked by the Foundation Council for the evaluation procedures and by the Accreditation Commission for the accreditation procedures. Furthermore, the notion of the experts' independence in their work is also confirmed in the participation contract between evalag and the expert. Experts also confirmed during the interviews that they act in an independent manner.

evalag receives an annual grant from the Ministry of Science, Research and the Arts in Baden-Württemberg. The Ministry representative confirmed to the panel that the agency receives such funding. The panel additionally learned from the Ministry representative that the Ministry does not direct the agency as to how the funds should be spend but rather expects some services in return, e.g. providing advice or consulting activities from Department 1. The panel observed no influence by the Ministry on the activities of the Department 2 as the accreditation activities of evalag are carried out on a self-financing basis.

Furthermore, the panel learned during interviews with the leadership and staff members that evalag ensures that its staff members who carry out an accreditation procedure at an institution (an activity of the Department 2) have not worked for the same institution in a consultancy capacity (an activity of the Department 1).

In the SAR (page 36) evalag states that it does not involve subcontractors for its procedures which has been confirmed by the panel in the interview with the leadership.

As the Accreditation Commission decides on the outcomes of accreditation procedures under the old German system and in the case of international accreditation procedures, the independence of formal outcomes is guaranteed.

Analysis

The panel found out that the organisational independence is sufficiently guaranteed by the statutes. In the meetings with the Accreditation Commission, Foundation Board, the CEO, evalag staff, higher education institutions and the Ministry it was further confirmed to the panel that the organisational independence of the agency is well-preserved in practice as well.

According to the evalag SAR and its annexes (2a-2j), for those accreditation and assessment procedures conducted in Germany (accreditation of study programmes in Germany (before 2020); system accreditation in Germany (before 2020), programme assessment procedures; and institutional assessment procedures), evalag uses the assessment criteria determined by the relevant German bodies (GAC, the Standing Conference of the Ministers of Education and Cultural Affairs of the German federal states, and the respective German federal state). For evaluation of study programmes, international programme accreditations, international system accreditations, and certification of advanced study programmes the criteria are determined independently by evalag's Foundation Board. For audits of quality management in Austria; and institutional accreditations in Switzerland; the criteria are determined by the regulative bodies in the respective countries. According to the evalag SAR and the evalag staff and expert panel members, evalag and its expert panel members are independent in applying the criteria and reporting on the expert panel findings (see also ESG 2.1 and 2.2).

The independence of outcomes is guaranteed by the set-up of the Accreditation Commission, whose members are appointed by the Foundation Board with its independence guaranteed in the statutes. The role of the Accreditation Commission in decision-making is reduced to international accreditation and certification as in the new system of external quality assurance in Germany the accreditation decisions are taken by the German Accreditation Council. However, the Accreditation Commission of evalag remains important for selecting the experts, with a fitting academic and disciplinary background, for the rest of the agency's procedures and therefore for safeguarding the independence of these experts.

The panel found that the independence of experts is also ensured by the elaborate statements of no-conflict-of-interests that expert have to sign. The panel had an opportunity see the templates used for the statements for no-conflict-of-interest (see list on annex 4). The statements include a list of possible scenarios related to e.g. studies, student guidance, job applications and family ties that may constitute a conflict of interest and thus need to be declared to evalag. Experts cannot work for, or provide consultancy activities at the assessed institution, for up to five (or ten for professors) years prior to the assessment by evalag. evalag ensures that its staff members who are involved in an accreditation procedure, have not previously carried out consultancy activities at the same institution. However, the panel found that there are no clear rules in place for staff members who have carried out an accreditation procedure in Department 2 and then perform a consultancy work for the same institution under the Department 1. This might open up a theoretical possibility that a staff member of evalag consults on recommendations given by the accreditation panel. Nevertheless, the panel was told during interviews with the leadership and staff that such situation has not happened in practice.

Panel suggestions for further improvement

The panel suggests evalag to formalise the processes of ensuring no conflict of interest between consulting and accreditation procedures for evalag staff, so that no conflict of interest can emerge either preceding or following an accreditation procedure.

Panel conclusion: fully compliant

ESG 3.4 THEMATIC ANALYSIS

Standard:

Agencies should regularly publish reports that describe and analyse the general findings of their external quality assurance activities.

2014 review recommendation

The recommendation from the review in 2014 states: "evalag should regularly analyse and (with the expected new version of the ESG in mind) publish the results of its own quality assurance procedures."

Evidence

The Foundation Board decided in 2015 to regularly, every three years, analyse the results of its external quality assurance activities. As a consequence, evalag completed two thematic analyses so far.

The thematic analysis “evalag - a Learning Organisation” (6th June, 2016)⁵ that was conducted in 2016 focuses on trends and developments of the agency’s activities from 2010 to 2015 and is based on the analysis of the minutes of the Accreditation Commission and the annual business reports. The agency’s self-concept as a learning organisation was put forward in this thematic analysis. Following this, the thematic analysis of 2018 “Thematic Analysis 2016-2018” (20.08.2018)⁶ took the same approach but due to the short observed period (i.e. from 2016 to 2018) the analysis provided rather limited observation of trends and developments of the external quality assurance activities of evalag and focused rather more on the challenges of the peer review and how evalag dealt with these challenges.

In addition to the regular thematic analyses, evalag publishes an annual business report and a newsletter twice a year. evalag’s activities are also presented and reflected on in other publications, lectures and in the meetings of the Foundation Board and the Accreditation Commission. evalag also further communicates its analyses of various activities by regularly organising the advanced training seminars for institutional representatives. In 2018, such seminars covered the following themes: preparations for the new accreditation system, satisfaction surveys, drop-out analyses, communication and quality management, involvement of external experts in quality management, learning analytics, embedding of quality management in the university governance, etc. Furthermore, the panel learned that evalag has also initiated some international projects, such as an impact analysis of external QA in higher education institutions (IMPALA), which shows the agency’s capacity for reflecting on its own work and producing thematic analysis.

Analysis

The capacity and commitment of evalag to thematic analyses is evident from the two thematic analyses that the agency conducted thus far. The topics that were chosen for the advanced training workshops and the agency’s involvement in international projects additionally portray the agency’s analytical capabilities. During the site visit, the panel learned that staff members of evalag showed an interest in working more on thematic analysis. The agency’s capacity for conducting analyses, in addition to its consulting capacity, contributes to the distinct profile of evalag as a quality assurance organisation.

The agency additionally explained to the panel that it does not carry out a large amount of QA procedures, which makes it difficult to base the agency’s thematic analyses exclusively on the findings of its external QA activities. The thematic analysis “evalag as a learning organisation” has stayed close to the notion of operations and development capacities of the agency; while “peer reviews” reflects on the findings of evalag’s QA activities. Nevertheless, the panel believes that there is scope for future thematic analyses to be broadened.

Panel suggestions for further improvement

The panel suggests evalag to expand the scope of thematic analyses by focusing on best practices and recommendations, e.g. as evolving from the follow-up of its QA procedures.

Panel conclusion: fully compliant

ESG 3.5 RESOURCES

Standard:

⁵ https://www.evalag.de/fileadmin/dateien/pdf/medien/2016/evalag_thematic_analysis_2016.pdf

⁶ https://www.evalag.de/fileadmin/dateien/pdf/medien/2018/evalag_thematic_analysis_2018.pdf

Agencies should have adequate and appropriate resources, both human and financial, to carry out their work.

Evidence

evalag employs 19 persons, out of which most work in Department 1. Three project managers and one assistant, as well as two recently employed project managers work in Department 2 of evalag. If additional capacity is needed in Department 1, two project managers and the assistant may also conduct projects in Department 1. On 01.10.2018 a new project manager started working in both departments of the agency. As some staff members work for both departments the time spent on projects is recorded. The full-time equivalents (FTE) for Department 2 is estimated to be 3.1 for year 2018.

The panel learned that some staff members would wish to do more work in Department 1, as the work in this department is perceived as more diverse than the standardised accreditation procedures from Department 2. In addition, it was not always clear for the agency staff how the distribution of work between the departments takes place. During the interviews with the agency staff it was explained to the panel that there has been a high turnover of staff in recent years, however, that this is not unusual for German quality assurance agencies. The staff explained that more flexible working hours, the ability to work from home, and the reduced-price public transportation tickets would be appreciated and could contribute to the attractiveness of the working environment at evalag.

The publication of the annual accounts and budgets of evalag follows the regulations of the state of Baden-Württemberg. In the years 2014-2017 annual expenses were between 1.4 and 1.8 million euros. The state of Baden-Württemberg funds evalag with an annual block grant of approximately 880,000 euros. Although the overall income of the agency depends on the demand for the external QA activities and therefore fluctuates from year to year, the annual grant from the Ministry provides some certainty for the financial stability of evalag. The quality assurance procedures as undertaken by Department 2 are self-financed. The revenue of Department 2 was 476,705 euros in 2017 and the total staff and other expenditures almost equals the amount, with the final surplus of 283 euros. The panel learned from the leadership that evalag had expected the revenue from accreditations to decrease in the last year due to the new German system for the external quality assurance, but thus far the opposite has happened.

evalag is a foundation, and according to its statutes, its foundation capital is 520,000 euros. The foundation capital may not be touched unless the funds acquired through the other sources are not sufficient to cover the expenses of the agency. Such inquiry for the foundation capital needs to be approved annually by the Foundation Board. This situation has not occurred between 2014 and 2019, indicating a healthy financial condition of the agency.

The agency has its registered office in Mannheim and has 735 square meters for its disposal. The agency is since 2016 located on two floors. The panel noted altogether two large meeting rooms and sufficient office space for the work of the agency.

Staff members told the panel about a pleasant and open working culture in the agency. The agency organises workshops for project managers who work with a given type of procedures (i.e. on-the-job-trainings). Staff members, especially the new ones, confirmed the panel that they are able to participate in the conferences and courses that are relevant for their acquaintance with the professional field. The agency also holds annual appraisal interviews to identify personal aims and needs for professional training. However, a more structured personal development plan was

mentioned by staff members as a suggestion for further improvement of the agency's human resources management.

Analysis

The panel found that the human, financial and material resources of the agency are adequate and enable evalag to run its external QA activities in an effective and efficient manner. However, although the high turnover rate of the staff may not be unusual for a German QA agency, the staff fluctuation was noted by higher education institutions. The panel believes that this could become a problem in the future as a core of experience is also needed for running procedures effectively. As staff members appreciate to work in Department 1 and this seems to contribute to their satisfaction with evalag as an employer, evalag could consider to allow more flexibility for Department 2 staff to work in Department 1.

The panel notes the evalag's dependence on the demand of higher education institutions for the external QA procedures, which makes the budget projections for the upcoming years challenging. Consequently, the staff workload estimations are difficult to be prepared well in advance. However, the panel believes that with a better strategic planning more permanent contracts may be offered to the staff (for further considerations of the panel on the strategic planning of the agency see the chapter on ESG 3.1).

Panel suggestions for further improvement

The panel suggests evalag to allow for more flexibility for the staff of Department 2 regarding the working hours and participation in the projects of Department 1 (whilst preventing the conflict of interest).

Panel conclusion: fully compliant

ESG 3.6 INTERNAL QUALITY ASSURANCE AND PROFESSIONAL CONDUCT

Standard:

Agencies should have in place processes for internal quality assurance related to defining, assuring and enhancing the quality and integrity of their activities.

2014 review recommendation

The recommendation from the review in 2014 states: "In the future, the agency should refrain from appointing members of decision-making bodies as experts. The agency should submit a revised Quality Management Handbook, which is orientated towards the practice of quality assurance. It should also be described how empirical data from evalag's own procedures shall be gained and evaluated."

Evidence

In response to the 2014 review recommendation, the Accreditation Commission decided in 2014 not to appoint members of the decision-making bodies as experts in any evalag QA activities. The panel learned from the SAR and interview with the leadership that this has been practiced since then. The agency ensures in the procedures that the experts behave in an appropriate professional and ethical manner by observing the behaviour of experts and by considering the feedback of institutions on the

conduct of the experts. If an expert behaves inappropriately, she or he is excluded from further participation in evalag's procedures.

The mission statement of the agency states that "evalag demands respect and behavior of all persons, who work for the agency or who act jointly with it; evalag steps in against all forms of intolerance or discrimination" ("Mission statement and understanding of quality", 12th October, 2018). Following the mission, new colleagues are inducted into the work in this regard and the topic of professional and ethical work is discussed in the regular staff meetings.

Furthermore, in response to the 2014 review recommendation, evalag revised its Quality Management Handbook and reviewed the processes to gain empirical data from the agency's procedures. The Handbook in addition thoroughly describes all procedures that fall within or outside the scope of the ESG. The procedures are explained one by one and step by step. Even more, the responsible persons, resources and links for more information are indicated in the revised Handbook.

The third chapter of the Handbook explains the general processes of the agency for its own functioning (e.g. IT, administration, human resources, finances, expert pool composition). The Handbook also explains, for each procedure falling within the scope of the ESG, how the feedback from stakeholders is collected, i.e. the feedback questionnaires with six or seven relevant questions are distributed to the experts and higher education institutions in all procedures. The feedback is collected, analysed and discussed by evalag staff.

In addition to the weekly staff meetings of Department 2, the agency has in place regular meetings of the whole agency, and a biannual meeting to reflect on the procedures and experiences from the operating staff. In the interviews held by the panel, it appeared that the communication between the management and staff can be sometimes challenging, in particular when communicating the reasons why the suggestions given by the staff were not followed in some cases.

Analysis

The panel finds the agency with adequate processes in place for the internal quality assurance. The measures to ensure integrity, ethical, tolerant and professional conduct are well-developed, as presented in the Quality Management Handbook and maintained in the procedures through observation of experts by evalag staff and feedback given by institutions. The conduct of staff members was repeatedly praised by the stakeholders as well.

The panel notes that the Quality Management Handbook is comprehensive and informative and available online. The panel is of the opinion that the usage of the document could be increased by more frequent updating of the links and references in it. Nevertheless, the panel learned that the feedback questionnaires sent to experts and institutions deliver useful information to the agency (in addition to the informal feedback from experts and institutions as received by evalag project managers). Last, but not least, information from the feedback is also discussed in the staff meetings.

Panel conclusion: fully compliant

ESG 3.7 CYCLICAL EXTERNAL REVIEW OF AGENCIES

Standard:

Agencies should undergo an external review at least once every five years in order to demonstrate their compliance with the ESG.

Evidence

This review is evalag's third external review against the ESG.

Analysis

The panel confirms that evalag undergoes periodic external review as required by the ESG. evalag has demonstrated its compliance with the ESG and its willingness to learn from the recommendations in review reports by engaging fully in the review processes, including the production of a SAR and the drafting of a follow-up report.

Panel conclusion: fully compliant

ESG PART 2: EXTERNAL QUALITY ASSURANCE

ESG 2.1 CONSIDERATION OF INTERNAL QUALITY ASSURANCE

Standard:

External quality assurance should address the effectiveness of the internal quality assurance processes described in Part 1 of the ESG.

Evidence

The SAR sets out how evalag's QA procedures address the standards of Part 1 of the ESG. Annex 2k of the SAR presents a mapping grid that elaborates how each standard of the Part 1 of the ESG is included in the criteria applied in evalag's procedures. The panel notes the alignment of the ESG Part 1 with each of the ten evalag QA procedures.

The accreditation of study programmes and the system accreditation in Germany (before 2020) follow "The Rules for the Accreditation of Study Programmes and for System Accreditation" issued by the German Accreditation Council (Resolution of the Accreditation Council of 08.12.2009, last amended on 20.02.2013). The document states that "The Accreditation Council took into consideration the *Standards and Guidelines for Quality Assurance in the European Higher Education Area* while working out the criteria, procedure and decision rules."

For programme and institutional assessment procedures under the new external QA system in Germany the criteria are defined in the Interstate Treaty on the organisation of a joint accreditation system and the Specimen decree. The SAR states that these criteria "adhere closely to the ESG" which was confirmed in the interview with the German Accreditation Council.

The criteria for evaluations of the fields of study (see annex 2a of the SAR) comprise six criteria and each of these criteria include an analysis of how they relate to the ESG Part 1 (standards 1 to 9). Similarly, the accreditation criteria evalag uses for the international programme and institutional accreditation (see annexes 2f-g of the SAR) and the institutional certification of study programmes (see annex 2j of the SAR) include an analysis with reference to the ESG Part 1. All listed accreditation criteria were put into effect by the Foundation Board on 12.02.2016.

The audits of quality management in Austria (the authorisation to perform activities in Austria was obtained by the Austrian Federal Ministry of Science, Research and Economy in 2014) and the institutional accreditation in Switzerland (the approval to perform activities in Switzerland was obtained by the Swiss Accreditation Council in 2016) take into account the regulations in the two

respective counties. The mapping grid (see annex 2k of the SAR) present the alignment of the criteria used in these procedures with the ESG Part 1.

During the interviews, evalag stakeholders explained that they are aware of the ESG Part 1 and the importance its standards hold in the system accreditations. Moreover, the interviewees acknowledged the continued reference to the ESG Part 1 in evalag's procedures and criteria. The panel examined examples of reports of different procedures, paying specific attention to reports from those procedures where the criteria are determined by evalag's Foundation Board and not by national regulations in Germany, Austria or Switzerland, and confirmed that these reports cover the ESG Part 1 as outlined in the mapping grid by evalag.

Analysis

The panel noted that the mapping grid as provided by evalag sufficiently and correctly summarises the coverage of the ESG Part 1 in evalag's criteria for the activities under this review. All ten ESG standards are covered by criteria in each of the ten evalag's QA procedures. The only exception is ESG 1.10 (cyclical external quality assurance) which is not covered in the international programme accreditations and institutional certifications of advanced study programmes. The panel finds this understandable given the specific, incidental nature of the listed procedures.

The criteria that evalag applies in its procedures depend partially on the external regulators, e.g. evalag procedures that are conducted in Austria and Switzerland have to take into account the specific legislation of these countries. In four of evalag's QA procedures (Accreditation of study programmes in Germany (before 2020); System accreditation in Germany (before 2020); Programme assessment procedures; Institutional assessment procedures) the criteria are prescribed by the German Accreditation Council. The "Begründung zur Musterrechtsverordnung gemäß Artikel 4 Absätze 1 bis 4 Studienakkreditierungsstaatsvertrag" as issued by the Standing Conference of the Ministers of Education and Cultural Affairs of the German federal states explicitly mention that the criteria for new programme and system accreditations are founded on the ESG. Moreover, in this document specific references to the ESG are made in the argumentation underlying the criteria.

To summarise, the panel believes that the mapping grid as provided by evalag correctly demonstrates how the standards of ESG Part 1 are covered in the criteria of the agency's procedures. In addition, the interviews with stakeholders and the examination of examples of reports confirm that the effectiveness of the internal quality assurance processes as described in Part 1 of the ESG is addressed in the QA procedures of evalag.

The panel concludes that evalag's QA procedures address Part 1 of the ESG in full.

Panel conclusion: fully compliant

ESG 2.2 DESIGNING METHODOLOGIES FIT FOR PURPOSE

Standard:

External quality assurance should be defined and designed specifically to ensure its fitness to achieve the aims and objectives set for it, while taking into account relevant regulations.
Stakeholders should be involved in its design and continuous improvement.

2014 review recommendation

The recommendation from the review in 2014 states: “The agency should enlist students to work on the international accreditation and evaluation procedure documents.”

Evidence

It should be borne in mind that parts of evalag’s methodologies are pre-defined by the German Accreditation Council, the Standing Conference of the Ministers of Education and Cultural Affairs of the German federal states, and the respective German federal state. evalag applies these ‘external’ criteria and designs its external QA activities around them. With the changes in the German accreditation system, such external influence on evalag’s methodologies will further increase as the new types of procedures (Programme assessment procedures; Institutional assessment procedures) that lead to a decision taken by the German Accreditation Council will be more strictly regulated. For instance, the procedures as set by the German Accreditation Council will predefine the structure for the self-assessments reports and expert panel reports.

evalag’s Foundation Board designs the criteria and methodology to be applied for all other procedures that are not part of the German accreditation system. The Foundation Board includes stakeholder representatives from higher education institutions and the state ministry, but no students so far (see also 2014 review recommendation and ESG 3.1).

To evaluate the fitness for purpose of each type of procedure and the applied methodology, the panel thoroughly screened the documentation of the agency’s methodology and processes (available on the agency’s website) regarding all types of procedures. The procedures designed by evalag were last updated in early 2016. According to the SAR, the main purpose of all procedures is to contribute to general quality assurance. In accreditation of study programmes in Germany (before 2020); system accreditation in Germany (before 2020), international programme accreditation; international institutional accreditation; audits of quality management in Austria; institutional accreditation in Switzerland and (institutional) certification of advanced study programmes the purpose is to assess the programme or institution against predefined criteria in a procedure leading to a formal decision by the agency. In programme assessment procedures and institutional assessment procedures; following the new German accreditation system, the subject of matter is also assessed against certain criteria, but a formal decision is made outside the agency. The last type of procedures (evaluations of fields of study) include an assessment to ensure and enhance quality of the subject of matter, but the procedure does not include any formal decision. During the site visit, the panel discussed with different groups of stakeholders from involved higher education institutions if the particularly applied procedure fit the purpose.

In every type of procedure, evalag and its expert panels consider themselves as acting not as the external supervisors, but as partners to the higher education institutions in promoting the institutional quality culture and self-evaluation ability.

In the context of assessment or accreditation procedures of joint programmes, the SAR and the agency’s management explained to the panel that the European Approach would be applied in such cases as the regulatory and methodological framework. So far, no joint programme has been assessed by evalag.

Analysis

During the site visit, the panel discussed the methodologies and their purposes with the representatives of the review panels, the Accreditation Commission and Foundation Board, and higher

education institutions reviewed by evalag. Following these discussions, the panel is convinced that evalag's processes and methodology meet their purpose. Generally, the panel identified a very high satisfaction with the agency's work, the applied methodology and the output of the procedures, as well as an understanding of the role of evalag, in all groups of interviewees. From the panel's point of view after collecting information in the discussions with the stakeholders mentioned above, the agency achieves its goal of not being only an external supervisor, but also a partner of the higher education institutions in their internal quality assurance and enhancement missions.

The panel believes there is some room for improvement of the stakeholder involvement in the methodology design and improvement, which could be achieved by adding the members to the Foundation Board. At the moment, only higher education institutions, the Ministry and one person from the professional practice are involved when discussions and decisions on adjusting the agency's methodologies take place. Other stakeholders, especially students, are not represented in this most important committee within the agency (see also ESG 3.1).

Panel recommendations

The panel recommends evalag to broaden the active involvement of stakeholders (including the representatives of higher education institutions, employers, and students) in the design and development of the review methodologies. This includes the representation of all relevant stakeholders, including students, on the Foundation board, but should also go beyond just the representation that is provided through the Foundation Board, the Accreditation Commission and the Appeals Commission and include active and regular discussions on procedures and methodology in the agency's bodies.

Panel conclusion: substantially compliant

ESG 2.3 IMPLEMENTING PROCESSES

Standard:

External quality assurance processes should be reliable, useful, pre-defined, implemented consistently and published. They include:

- a self-assessment or equivalent
- an external assessment normally including a site visit
- a report resulting from the external assessment
- a consistent follow-up

Evidence

The panel was provided, through the SAR and its annexes, with the descriptions of all ten procedures and their processes the agency offers within the scope of the ESG (see ESG 3.1).

All procedures follow a similar structure, starting with a self-assessment report of the study programme(s) or a higher education institution to be reviewed. This report is then sent to the agency that forwards the document to the external expert panel (see also ESG 2.4).

In general, the procedure is followed by a site visit that includes interviews with different stakeholders. The duration of the site visit depends on the complexity of the procedure and can range from one day and a half up to three or four days. For system accreditation or assessment procedures the agency

organises two site visits. In some procedures, e.g. programme assessment procedures that follows the new German accreditation system, there is an option to skip the site visit and limit the external review process to the screening of the self-assessment report. In fact, the panel learned that this option only exists in theory as the agency leadership, expert panel members and representatives of the higher education institutions confirmed during the interviews that the site visit is a beneficial part of any kind of procedure and that the agency therefore considers it indispensable. Consequently, the panel was told that there has not been a procedure without a site visit so far and the agency does not plan to conduct a review without organising such site visits in future.

Furthermore, the panel learned that every procedure leads to a report based on the findings from the self-assessment report and the interviews during the site visit. The report is drafted by the responsible evalag staff and then finalised by the expert panel. Eventually, the report goes to the higher education institution to be checked for factual errors and then to the German Accreditation Council for a final decision. Following the new German accreditation system, it is the higher education institution itself that is responsible for applying for the accreditation to the German Accreditation Council.

The range of possible procedure outcomes consists of the accreditation without conditions, accreditation under conditions (the conditions have to be fulfilled within a certain time, e.g. 12 months for programme assessment procedures in the new German accreditation system), a temporary suspension of the procedure to address more severe quality problems (e.g. non-compliance with the applied criteria that cannot be fixed within the deadline that would be applied in an “accreditation under conditions” decision), and a negative decision (i.e. the denial of accreditation). In case of an accreditation with conditions, the agency takes care of the follow-up activities, including a check as to whether the conditions have been fulfilled within the time frame that was agreed during the accreditation procedure. As far as the new German accreditation system, the panel learned that it is not yet clear how the process of checking the fulfillment of conditions will be handled in future as the agencies will no longer be the decision-making entities.

Analysis

Following the analysis of the SAR and the meetings of the site visit, the panel is convinced that evalag's procedures are well-defined, clear to all relevant stakeholders and useful for these stakeholders. The procedures are implemented and applied in a consistent and transparent way with the support of both the evalag staff members as well as the well-trained expert panel members. All review procedures of evalag include a self-assessment report, an external assessment followed by the expert's report and follow-up activities. Nevertheless, the actual implementation of the follow-up within the new German accreditation system is not yet completely clear, since no procedure has been completed so far following the new system in place. The panel learned that the agency is not anymore in charge of the procedure design (including the follow-up). Following the statement of the representative of the German Accreditation Council whom the panel met during the site visit, it will be the German Accreditation Council itself that will be responsible for checking the fulfilment of conditions as part of the follow-up process.

In the panel's view, the current situation regarding the follow-up activities of evalag is aligned with the ESG. Even more, the changes in the German accreditation system could provide an opportunity to foster the shift in German higher education from quality assurance to quality enhancement, especially when it comes to follow-up activities offered by the agency. Therefore, the panel believes that more structured and supportive follow-up activities could be designed and implemented by evalag, e.g. by offering a pre-defined set of follow-up actions designed independently from the formal check of the

accreditation conditions. Such follow-up could take place e.g. three years after the procedure is completed and the final accreditation decision has been taken.

Overall, the panel believes that the agency's emphasis on the role of site visit within an external QA procedure can be seen as a strength. All involved stakeholders highlight the value of the site visit for both the external quality assurance of the programme/institution and the support the visit gives to the higher education institution in terms of continuous improvement and quality enhancement opportunities.

Panel suggestions for further improvement

The panel suggests evalag to consider the idea of a more structured follow-up, e.g. three years after completing a procedure. Such follow-up could be seen as an opportunity within the changed accreditation system in Germany to foster the shift from quality control to quality enhancement.

Panel conclusion: fully compliant

ESG 2.4 PEER-REVIEW EXPERTS

Standard:

External quality assurance should be carried out by groups of external experts that include (a) student member(s).

2014 review recommendation

The recommendation from the review in 2014 states: "evalag should create measures which ensure the involvement of active students with the Accreditation Commission for higher education institutions."

Evidence

Following evalag's methodology documented on the agency's website and in the annexes to the SAR, the quality assurance procedures are carried out by the panels of experts consisting of at least four members. In larger reviews, e.g. the accreditation of the clusters of study programmes, the panel might be expanded to ensure an adequate representation of all professions that are part of the cluster.

In the reviews of study programmes, the expert panels consist of at least two people representing the discipline(s) covered by the programme(s) under the review, one student member and one member representing professional practice. In case of the reviews of higher education institutions, the panel involves three representatives of higher education institutions (with expertise in the strategic management of higher education institutions and in management of quality assurance in the fields under the review) and one student member and one member from the professional practice.

In international procedures, the agency additionally ensures that some of the panel members are non-German and that all panelists have experience in international higher education context.

As described in the SAR, the panel member selection process consists of three steps: initially, the evalag office agrees on the profiles of the panel experts with the higher education institution. Then the office compiles a list with suggestions for the panel members and forwards the list to the Accreditation Commission. The Accreditation Commission takes the final decision on the composition of the expert panel. Eventually, the higher education institution is informed about the decision and has the right to disagree with the panel composition should there be any conflict of interest.

The panel learned about a strict no-conflict-of-interest policy implemented at the agency. Every panel member has to confirm that there are no issues that could result in a conflict of interest with the higher education institution or the programme under evaluation. To check for any potential conflict of interest, the agency supplies the potential experts with the specific information on what could be a reason for such a conflict. This is done for the each type of panel experts separately (professors, students and representatives of professional practice). The ENQA review panel was able to inspect the forms used by evalag for declarations of no-conflict-of-interest. Moreover, the panel learned that the agency applies strict regulations regarding the involvement of experts in both, consulting and reviewing activities. The regulations ensure that no expert can serve at the same time in a review procedure and in the consulting activities for the same higher education institution.

To prepare panel members for evalag review, the agency offers general training focusing on the accreditation system in Germany and more generally on the quality assurance in the European Higher Education Area. The bulk of the training explains the procedures and methodology of the external quality assurance activities of evalag. However, the panel was told that not all experts participate in the trainings of the agency. Those who do, feel better prepared for the evaluations than the experts who do not attend the trainings. Nevertheless, the panel learned both from the agency's employees and the expert panel members met during the site visit that the agency thoroughly prepares every single expert panel at the beginning of each individual procedure (i.e. the briefing). The briefing usually takes place right before the site visit. For more complex procedures, such as system accreditation or the assessment procedures, a special meeting of the reviewers takes place in the evalag office several weeks before the site visit.

Analysis

Following the analysed documents (SAR, annexes 2a-2j to the SAR documenting all review procedures including the details on the panel member selection process) and the site visit interviews, the panel is confident that evalag's expert panels consist of external experts (suitable regarding professional and methodological skills related to the subject matter under scrutiny (field of study, programme, type of institution etc.), including at least one student member and a representative of professional practice, in all procedures. The stakeholders noted that they are in general satisfied with the composition of the expert panels, confirming that the panels as arranged by evalag consist of people with the necessary background qualification for the particular type of procedure and with the knowledge on the study programme or higher education institution under the review.

The panel learned from the interviewed reviewers and institutions that the preparation and briefing for the procedures as carried out by evalag staff was very helpful and ensured a common understanding of the applied criteria. The interviewees emphasised that the briefings contributed to the smooth implementation of the activities and, as they are crucial for the common understanding of the purpose of the review and the applied methodology and assessment criteria, the thoroughly conducted briefings also ensure a consistent output.

Nevertheless, the panel believes that more emphasis should be put on the general training of the experts. The agency offers seminars for the review panel members, but as they are not a prerequisite for taking part in an evalag procedure, the participation at the seminars is currently quite limited. The panel learned in the discussion with evalag's expert panel members during the site visit that this leads to some extent to different degrees of understanding of the applied methodology among the panelists (with some panel members having a considerably deeper understanding than others). Panel members may be skilled experts in their own personal and academic profession but might not always be

qualified as reviewers or auditors in evalag quality assurance procedures as some interviewees described during the site visit.

For this reason, the panel believes it would be helpful to strengthen the panel member trainings and consider making the attendance for such training obligatory. A special emphasis should be put on the general understanding of quality assurance in higher education and the methodology applied in evalag procedures.

Panel commendation

The panel was impressed by the general acclaim from institutions about the professionalism of the review panel members. The institutions stated that the experts were felt to be well qualified for the role and performed their role well. The interviewees additionally appreciated the efforts put into the selection process of the panel members. The panel is convinced that this positive feedback results especially from the thorough panel member selection process and the briefing carried out by the agency before the site visit.

Furthermore, the panel commends evalag for its decision to continue to involve the Accreditation Commission in the selection process of experts in the future as a thorough assessment of possible future experts and their skills and background in the Accreditation Commission where different stakeholder perspectives are represented appears inevitable.

Panel recommendation

The panel recommends evalag to further strengthen the experts' skills by providing training seminars for each type of the review. The agency should seriously consider making such training compulsory for every expert panel member involved in evalag activities.

Panel suggestions for further improvement

The panel suggests evalag to consider the possibility of launching an open call for experts, which would spread awareness about the external quality assurance of evalag between its stakeholders. Such call could be distributed through the existing communication channels of the agency and shared internally in the higher education institutions of the existing experts.

Panel conclusion: substantially compliant

ESG 2.5 CRITERIA FOR OUTCOMES

Standard:

Any outcomes or judgements made as the result of external quality assurance should be based on explicit and published criteria that are applied consistently, irrespective of whether the process leads to a formal decision.

Evidence

As part of the SAR and its annexes, the panel was provided with the descriptions of all types of procedures the agency offers within the scope of the ESG and the descriptions of the applied assessment criteria.

For some of the agency's activities, including the study programme and system accreditations and the assessment procedures according to the old and new accreditation legislation in Germany, the criteria are predefined by the external entities (i.e. the German Accreditation Council, the Standing Conference of the Ministers of Education and Cultural Affairs of the German federal states, and the respective German federal state). In these cases, evalag applies the predefined criteria.

Regardless of where the assessment criteria is developed, the agency is responsible for the consistent application of the criteria. As described in the SAR and discussed with evalag's staff and expert panel members during the site visit, both the documentation of the criteria and the performance of the agency's project manager contribute to a consistent application of the criteria. All stakeholders (including the higher education institution, the expert panel members and the members of the decision-making body) are provided with the criteria documentation. The project manager ensures that all steps during the procedure that are crucial for a consistent application of the assessment criteria (e.g. the higher education institution providing a self-assessment report addressing all relevant criteria and after the site visit the compilation of an experts' report also covering all criteria) are done consistently. Eventually, in case the formal decision is made in-house, the Accreditation Commission again checks if all criteria are adequately covered in the assessment procedure before taking the final decision.

The criteria for each type of procedure is documented and published on the agency's website. To avoid confusion from the stakeholders, the criteria applied in the programme and system accreditations in Germany according to the old system prior to 2020, are no longer available on evalag's website, but can still be found online on GAC website⁷.

Analysis

After screening the SAR and its annexes as well as discussing the criteria during the site visit with all relevant stakeholder, the panel is confident that the criteria applied in evalag's procedures are clear, well-structured and available to the public. During the site visit, the representatives of various stakeholders confirmed that they found the criteria easy to understand and apply to all stages of the process. The agency's accreditation decisions documented in the reports always refer to the criteria on which the decisions are based.

It became clear during the site visit that the effort evalag staff puts into the preparation of the panel members at the beginning of each procedure and into the support of the higher education institution during the whole process, results in a good awareness and knowledge of the applied criteria for all processes evalag performs. Consequently, the panel learned about the high level of satisfaction about evalag's activities on both sides, the agency and the evaluated institution or programme resulting from all stakeholders in review procedures being aware of the criteria the procedure's outcomes are based on and having a good understanding of them.

Panel commendation

The panel commends the agency for guiding the expert panels as well as the higher education institutions efficiently and effectively through the evaluation processes. evalag and its staff are knowledgeable and professional and support panels and institutions during the entire review

7

http://archiv.akkreditierungsrat.de/fileadmin/Seiteninhalte/AR/Beschluesse/en/AR_Regeln_Studien_gaenge_en_aktuell.pdf

procedure. Transparency and awareness regarding the assessment criteria as well as their strict and consistent application guarantee that procedures live up to their purpose.

Panel conclusion: fully compliant

ESG 2.6 REPORTING

Standard:

Full reports by the experts should be published, clear and accessible to the academic community, external partners and other interested individuals. If the agency takes any formal decision based on the reports, the decision should be published together with the report.

Evidence

The SAR describes the report compilation process for every type of procedure the agency carries out. These processes are the same regardless of the type of procedure evalag performs. For the programme and system assessment procedures in the new German accreditation system, the reporting is different only to the extent that the German Accreditation Council predefines the report structure. For all other procedures (including the ongoing programme and system accreditation procedures in Germany following to the old legislation), evalag has its own reporting mechanisms.

All assessment reports of evalag include information on the performed procedure's framework, such as the subject matter, mandate and objective, methodology and criteria, procedural steps and the schedule of the site visit. The main section the report includes the facts and figures pertaining to each assessment criterion as well as detailed analysis and conclusions or recommendations from the expert panel. The review panel was able to view a number of these reports and confirm these findings.

The reports are drafted by evalag's staff, but as stated in the SAR and confirmed by evalag's experts that the panel met during the site visit, the expert panel members are involved in the report compilation process. evalag panel members comment on the draft reports and change the content if necessary before the report is forwarded to the decision-making body for a decision.

The review panel was told that all reports are published by evalag, regardless of the outcome of the procedure. This was the case for all procedures during the observed period of this review and remains the case for all future activities of evalag in the framework of the new German accreditation system when the decisions will no longer be made by evalag. If a procedure leads to a formal decision taken by evalag's Accreditation Commission, this decision is published by the agency together with the report on the agency's website.

The panel learned that evalag has issued no negative decisions so far. Furthermore, the published reports of evalag always include the formal outcome of the procedure, usually the accreditation decision. In case that there are different views on certain criteria by the expert panel and the Accreditation Commission, this is also indicated in the report.

Analysis

The panel confirms that all evalag reports are available in full on the agency's website in a form of the database, including the decisions made by the German Accreditation Commission. All decisions are based on the reports (if the procedure leads to a formal decision) that are published online, regardless of the final outcome (i.e. positive or negative decision). The publishing of reports means that they are available to all agency's stakeholders, including the academic community, professional practitioners

and the other interested parties. The stakeholders the panel met during the site visit confirmed that the reports are readable, easy to understand and are generally helpful for the higher education institutions. They contribute to the internal quality enhancement of the evaluated institutions and/or programmes, especially as they provide clear and easily accessible information on examples of good practice and point out issues with opportunities for further improvement.

Panel conclusion: fully compliant

ESG 2.7 COMPLAINTS AND APPEALS

Standard:

Complaints and appeals processes should be clearly defined as part of the design of external quality assurance processes and communicated to the institutions.

2014 review recommendation

The recommendation from the review in 2014 states: “The agency should appoint organisations for decision-making and organisations for analysis of complaints which are independent of each other, and rule out parallel memberships.”

Evidence

The review panel read in the SAR that the main responsibility for complaints and appeals at evalag lies with the Appeals Commission, an independent body with its own standing orders. The commission consists of four voting members that includes a student member, a member from a foreign accreditation agency, as well as a member from the domestic (i.e. German) agency. The review panel met with all members of the Appeals Commission and was provided with the translation of the Complaints and Appeals procedure. The panel asked the stakeholders from German and international higher education institutions if they were aware of the appeals and complaints procedures at evalag and if they ever used it.

Analysis

The review panel was able to locate the Complaints and Appeals Policy on the agency’s website, although the document was somewhat hidden. However, the panel could not locate the English translation of the policy. The agency’s policy on the appeals and complaints is detailed and covers the various potential causes for a complaint or an appeal.

The appointment of the members of the Appeals Commission demonstrated the independence of the body from the decision-making bodies of evalag. The panel learned that none of the commission’s members held parallel memberships (i.e. being a member of the appeals and complaints committee and a member of the decision-making body of evalag at the same time).

The members of the Appeals Commission confirmed that they were aware of the Complaints and Appeals Policy and corroborated the SAR in their belief that the initial approach to deal with such matters would be to seek resolution with the agency before escalating the matter to the Commission. Whilst the members of the commission were clear that they could and would act independently in all cases, and were aware of the policy in place, they were unclear as to how the process would work in practice, as there has been no complaint or the appeal so far at evalag. In other words, it was not clear to the Appeals Commission how the policy would operate in practice. For example, the commission

was unsure as to how to proceed if they could not reach a unanimous decision on a case. The interviewees were also unclear as to the difference between a complaint and an appeal.

The panel is aware that, in German, the same word (“Beschwerde”) is used for both concepts and was also aware of the fact that there had been no complaints or appeals in the review period, so the Appeals Committee did not have any recent examples on which to draw. Nevertheless, it is the view of the panel that the policy, procedures and the terminology could be simplified and clarified to the Appeals Commission to ensure that they are well understood and easily applicable.

Panel recommendations

The panel recommends evalag to reconsider the complaints and appeals policy with a view to making the document shorter and clearer. The document should clarify what is meant by the terms ‘complaints’ and ‘appeals.’

The panel also recommends evalag to ensure that the policy is clearly accessible on the website in German and English.

Panel conclusion: substantially compliant

ADDITIONAL OBSERVATIONS

WAYS TO FURTHER STRENGTHEN EVALAG

As this was evalag's third review, and since it was undertaken at a time of the changing national context for German QA agencies, the panel approached its task as not only one of confirming compliance with the ESG, but also of offering food for thought in terms of future development. The panel would therefore like to reiterate the following three points made in the report:

1. That the commitment, professionalism and capability of the agency's staff – well-recognised and appreciated by external stakeholders – place the agency in a good position to evaluate the opportunities that the new context may bring.
2. That the outcome of any such evaluation of the context will be strengthened by a parallel consideration of how a strategic plan, to include strategy, budget forecasting and assessment of risk might be developed and implemented over the medium term.
3. That evalag's position in this new context might be further strengthened by consideration of the sector's desire that it do more to publicise and consolidate its position internationally.

The panel offers these comments in the spirit of supporting the future development and success of evalag.

CONCLUSION

SUMMARY OF COMMENDATIONS

ESG 2.4

The panel was impressed by the general acclaim from institutions about the professionalism of the review panel members. The institutions stated that the experts were felt to be well qualified for the role and performed their role well. The interviewees additionally appreciated the efforts put into the selection process of the panel members. The panel is convinced that this positive feedback results especially from the thorough panel member selection process and the briefing carried out by the agency before the site visit.

Furthermore, the panel commends evalag for its decision to continue to involve the Accreditation Commission in the selection process of experts in the future as a thorough assessment of possible future experts and their skills and background in the Accreditation Commission where different stakeholder perspectives are represented appears inevitable.

ESG 2.5

The panel commends the agency for guiding the expert panels as well as the higher education institutions efficiently and effectively through the evaluation processes. evalag and its staff are knowledgeable and professional and support panels and institutions during the entire review procedure. Transparency and awareness regarding the assessment criteria as well as their strict and consistent application guarantee that procedures live up to their purpose.

ESG 3.1

The panel commends evalag's work in preparing all quality assurance activities of the agency. The work the agency undertakes is thorough and widely appreciated by all stakeholders.

OVERVIEW OF JUDGEMENTS AND RECOMMENDATIONS

ESG 2.1 fully compliant

ESG 2.2 substantially compliant

Panel recommendation

The panel recommends evalag to broaden the active involvement of stakeholders (including the representatives of higher education institutions, employers, and students) in the design and development of the review methodologies. This includes the representation of all relevant stakeholders, including students, on the Foundation board, but should also go beyond just the representation that is provided through the Foundation Board, the Accreditation Commission and the Appeals Commission and include active and regular discussions on procedures and methodology in the agency's bodies.

ESG 2.3 fully compliant

ESG 2.4 substantially compliant

Panel recommendation

The panel recommends evalag to further strengthen the experts' skills by providing training seminars for each type of the review. The agency should seriously consider making such training compulsory for every expert panel member involved in evalag activities.

ESG 2.5 fully compliant

ESG 2.6 fully compliant

ESG 2.7 substantially compliant

Panel recommendation

The panel recommends evalag to reconsider the complaints and appeals policy with a view to making the document shorter and clearer. The document should clarify what is meant by the terms 'complaints' and 'appeals.'

The panel also recommends evalag to ensure that the policy is clearly accessible on the website in German and English.

ESG 3.1 substantially compliant

Panel recommendation

The panel recommends evalag to appoint a student to the Foundation Board.

ESG 3.2 fully compliant

ESG 3.3 fully compliant

ESG 3.4 fully compliant

ESG 3.5 fully compliant

ESG 3.6 fully compliant

ESG 3.7 fully compliant

In light of the documentary and oral evidence considered by it, the review panel is satisfied that, in the performance of its functions, evalag is in compliance with the ESG.

SUGGESTIONS FOR FURTHER DEVELOPMENT

The panel would like to make some general and more detailed suggestions, extending beyond strictly interpreted ESG and/or linking several ESG, which evalag may wish to consider when reflecting on its further development. Some of them have already been signaled in the previous sections.

ESG 2.3

The panel suggests evalag to consider the idea of a more structured follow-up, e.g. three years after completing a procedure. Such follow-up could be seen as an opportunity within the changed accreditation system in Germany to foster the shift from quality control to quality enhancement.

ESG 2.4

The panel suggests evalag to consider the possibility of launching an open call for experts, which would spread awareness about the external quality assurance of evalag between its stakeholders. Such call could be distributed through the existing communication channels of the agency and shared internally in the higher education institutions of the existing experts.

ESG 3.1

The panel suggests evalag to consider introducing a formal strategic planning process that would incorporate budget planning and risk assessment, which might help the agency to navigate the new context in which it operates.

The panel further suggests evalag to consider how best to ensure that the agency's international activities enhance and reflect its own international recognition, which would be of value to the higher education institutions with which the agency works.

ESG 3.3

The panel suggests evalag to formalise the processes of ensuring no conflict of interest between consulting and accreditation procedures for evalag staff, so that no conflict of interest can emerge either preceding or following an accreditation procedure.

ESG 3.4

The panel suggests evalag to expand the scope of thematic analyses by focusing on best practices and recommendations, e.g. as evolving from the follow-up of its QA procedures.

ESG 3.5

The panel suggests evalag to allow for more flexibility for the staff of Department 2 regarding the working hours and participation in the projects of Department 1 (whilst preventing the conflict of interest).

Table 2: Overview of conclusions and recommendations

ESG	Level of compliance	Panel recommendation
ESG 2.1 Consideration of internal quality assurance	Fully compliant	

ESG 2.2 Designing methodologies fit for purpose	Substantially compliant	The panel recommends evalag to broaden the active involvement of stakeholders (including the representatives of higher education institutions, employers, and students) in the design and development of the review methodologies. This includes the representation of all relevant stakeholders, including students, on the Foundation board, but should also go beyond just the representation that is provided through the Foundation Board, the Accreditation Commission and the Appeals Commission and include active and regular discussions on procedures and methodology in the agency's bodies.
ESG 2.3 Implementing processes	Fully compliant	
ESG 2.4 Peer-review experts	Substantially compliant	The panel recommends evalag to further strengthen the experts' skills by providing training seminars for each type of the review. The agency should seriously consider making such training compulsory for every expert panel member involved in evalag activities.
ESG 2.5 Criteria for outcome	Fully compliant	
ESG 2.6 Reporting	Fully compliant	

ESG 2.7 Complaints and appeals	Substantially compliant	<p>The panel recommends evalag to reconsider the complaints and appeals policy with a view to making the document shorter and clearer. The document should clarify what is meant by the terms 'complaints' and 'appeals.'</p> <p>The panel also recommends evalag to ensure that the policy is clearly accessible on the website in German and English.</p>
ESG 3.1 Activities, policy and processes for quality assurance	Substantially compliant	The panel commends evalag's work in preparing all quality assurance activities of the agency. The work the agency undertakes is thorough and widely appreciated by all stakeholders.
ESG 3.2 Official status	Fully compliant	
ESG 3.3 Independence	Fully compliant	
ESG 3.4 Thematic analyses	Fully compliant	
ESG 3.5 Resources	Fully compliant	
ESG 3.6 Internal quality assurance and professional conduct	Fully compliant	
ESG 3.7 Cyclical external review of agencies	Fully compliant	

ANNEXES

ANNEX 1: PROGRAMME OF THE SITE VISIT

ENQA Review of evalag in 2019

Schedule

Version: 21.01.2019

Location:

evalag (Evaluation Agency Baden-Württemberg)
M7, 9a-10, 68161 Mannheim
Tel.: +49 621 12 85 45 10 (Secretary and CEO)
evalag@evalag.de and/or rigbers@evalag.de

January 22nd 2019: Arrival of the members of the review panel

January 23 rd 2019			
Timing	Topic and issues to be discussed	Persons for interview / Panel members	Number of present persons
09:00 – 11:30	Review panel's kick-off meeting	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5
11.30 – 12:45	1/ Meeting with the CEO	Dr. Anke Rigbers (Managing Director) Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	1 + 5 = 6
12:45 – 13:45	Lunch	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5

13:45 – 14:30	2/ Meeting with the team responsible for preparation of the self-assessment report / Senior Management Team	Dr. Anke Rigbers (Managing Director) Petra Gerlach (Quality Manager) Dr. Aletta Hinsken (Head of Department 2) Dr. Sibylle Jakubowicz Head of Department 1, Deputy Managing Director) Dr. Friedrich Ahuis (Head of Administration) Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5 + 5 = 10
14:30 – 14:45	Review panel's private meeting	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5
14:45 – 15.:30	3/ Meeting with the Accreditation Commission and its Chair	Prof. Liesel Hermes (Former Chair of the Accreditation Commission, former Rector of the University of Education Karlsruhe) Prof. Stefan Gies (CEO of Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen, via skype), Prof. Andrea Steinhilber (Professor at the Baden-Wuerttemberg Cooperative State University) Prof. Klaus Schäfer (Professor at the University of Bayreuth, via skype) Prof. Sigrid Hafner (Professor at the University of Applied Sciences South-Westfalia, via skype) Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	2 + 5 = 7 3 x skype
15:30 – 15:45	Review panel's private meeting	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5

15:45 – 16:15	4/ Meeting with the Appeals Commission	<p>Dr. Sonja Kiko (Director heiQuality Office, University of Heidelberg)</p> <p>Dr. Christoph Grolimund (Managing Director of Swiss Agency of Accreditation and Quality Assurance (aaq), via skype)</p> <p>Thomas Bach (Student)</p> <p>Dr. Doris Herrmann (Managing Director of AQAS) (via skype)</p> <p>Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic</p>	<p>2 + 5 = 6</p> <p>2 x skype</p>
16:15 – 16:30	Review panel's private meeting	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5
16:30 – 17:15	5/ Meeting with key staff in charge of external quality assurance procedure	<p>Dr. Aletta Hinsken (Head of Department 2)</p> <p>Sabine Berganski (Project Manager Department 2)</p> <p>Veronique Wegener (Project Manager Department 2)</p> <p>Georg Seppmann (Project Manager in Department 1 and Department 2)</p> <p>Dr. Friedrich Ahuis (Head of Administration, Project Manager in Department 1 and Department 2)</p> <p>Dr. Dagmar Röttches (Project Manager in Department 1 and Department 2)</p> <p>Stefan Häberlein (Project Manager Department 2)</p> <p>Ulrich Rückmann (Project Manager Department 2 and Department 1)</p> <p>Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic</p>	8 + 5 = 13

17:15 – 17:30	Visit of the premises	Dr. Anke Rigbers Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	1 + 5 = 6
17:30 – 18:50	Wrap-up meeting among panel members and preparation of day II	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5
19:00	Dinner		

January 24 th 2019			
Timing	Topic and issues to be discussed	Persons for interview / Panel members	
08.45 – 09:30	Review panel's private meeting	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5
09:30 – 10:15	6/ Meeting with representative s of the ministry	Dr. Jana Blasius (Ministry Official of the Ministry of Science, Research and the Arts), Jana Peschel (translation) Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	2 + 5 = 7
10:15 – 10:30	Review panel's private meeting	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5

10:30 – 11:15	7/ Meeting (skype-conference) with representatives of some reviewed (international) HEIs	<p>Prof. Barbara Bader (Director of the Academy of Music and Performing Arts Stuttgart)</p> <p>Prof. Matthias Hermann (Prorector of Stuttgart State Academy of Art and Design)</p> <p>Prof. Heike Marquardt (Head of QualityManagement at the University of Applied Sciences Worms)</p> <p>Prof. Georges Yahchouchi (Provost at the Université Saint Esprit de Kaslik/Lebanon) (via skype)</p> <p>Prof. Mihone Kerolli-Mustafa (Interim College Director of the International Business College Mitrovica/Kosovo), Flamur Abajaz (Assistant) (via skype)</p> <p>Dr. Nicole Macho (Academic Dean at the Schiller International University Heidelberg, via skype)</p> <p>Prof. Jens Wuestemann (Director of the Mannheim Business School)</p> <p>Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala Goran Dakovic</p>	4 + 5 = 9 3 x skype
11:15 – 11:30	Review panel's private meeting	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala Goran Dakovic	5
11:30 – 12:15	8/ Meeting (skype-conference) with quality assurance officers of (international) HEIs	<p>Dr. Andreas Grünes (Quality Assurance and – enhancement at the University of Koblenz-Landau)</p> <p>Dr. Sabine Vogl (Quality Management at the University of Medicine Graz (via skype)</p> <p>Dr. Daniel Lehnert (Quality Management at the University of Mannheim)</p> <p>Gerhild Kronberger (Quality Management at the University of Music and Performing Arts Vienna, via skype)</p> <p>Stefanie Schaus (Quality Management at the University pf Applied Sciences Trier)</p> <p>Carmen Crouse (Coordination of Study Programmes and Student Services at the Akademie für Weltmission)</p> <p>Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic</p>	4 + 5 = 9 3 x skype

12:15 – 13:15	Lunch	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5
13:15 – 14:00	9/ Meeting with representatives from the reviewers pool	<p>Prof. Hans-Peter Voss (Office of the Study Commission of didactics of higher education of the Universities of Applied Sciences Karlsruhe)</p> <p>Prof. Dieter Leonhard (Rector of the University of Applied Sciences Saar, via telephone)</p> <p>Prof., Karl-Richard Korff (former Professor at the University of Applied Sciences Muenster, via skype)</p> <p>Dr. Dagmar de Mey (Quality Management at the University of Applied Sciences Offenburg)</p> <p>Dr. Ludwig Stroink (Researcher at the GFZ Research Center for Geosciences Potsdam, via skype)</p> <p>Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic</p>	2 + 5 = 7 3 x skype 1 x telephone
14:00 – 14:15	Review panel's private meeting	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5
14:15 – 15:00	10/ Meeting with students representatives	<p>Jasmin Usainov (Student reviewer in an accreditation procedure at the University of Applied Sciences Bonn-Rhein-Sieg 2017; Technical University of Dresden, via skype)</p> <p>Monika Skadborg (Student reviewer in the reaccreditation procedure of the International Business College Mitrovica/Kosovo 2017; University of Denmark, via skype)</p> <p>Yannick Brandenburg (student member of die Accreditation Commission, via skype)</p> <p>Philipp Glanz (student member of die Accreditation Commission, via skype)</p> <p>Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala Goran Dakovic</p>	5 4 x skype
15:00 – 15:15	Review panel's private meeting	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5

15:15 – 16:00	11/ Meeting with employer representatives	Dr. Désirée Donzallaz (Head of Learning & Development, ProCert, via skype) Martin J. Luckmann (CEO of AgileBrains, via skype) Dr. Cora Jungbluth (Senior Expert at Bertelsmann Foundation, via skype) Dr. Serena Pirrotta (Editorial Director Classical Studies at De Gruyter, via skype) Karl-Peter Abt (Associate Partner at Stanton Chase, via telephone) Jana Peschel (translation) Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	1 + 5 = 6 4 x skype, 1 x telephone
16:00 - 16:15	Review panel's private meeting	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5
16:15 – 17:00	12/ Meeting with a representative of the German Accreditation Council	Dr. Olaf Bartz (Managing Director of the Accreditation Council) Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	1 + 5 = 6
17:00-17:20	13/ Meeting with the representative of evalag's Foundation Board	Prof. Dr. Hans-Dieter Daniel, ETH Zurich (by phone) Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	1+5
17:20 – 18:00	Wrap-up meeting among panel members: preparation for day III and provisional conclusions	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5
19:00	Dinner	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5

January 25 th 2019			
Timing	Topic and issues to be discussed	Persons for interview / Panel members	
08:00 – 08:45	Meeting among panel members to agree on final issues to clarify	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5
09:00 – 09:45	Meeting with CEO to clarify any pending issues	Dr. Anke Rigbers (Managing Director) Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	1 + 5 = 6
09:45 – 11:15	Private meeting among panel members to agree on the main findings	Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	5
11:15 – 12:00	Final de-briefing meeting with staff and Council/Board members of the agency to inform about preliminary findings	Prof. Liesel Hermes (Former Chair of the Accreditation Commission, former Rector of the University of Education Karlsruhe) Dr. Anke Rigbers (Managing Director) Dr. Aletta Hinsken, Veronique Wegener, Georg Seppmann, Dr. Friedrich Ahuis, Stefan Häberlein, Ulrich Rückmann Fiona Crozier, Mark Frederiks, Philipp Schulz, Terhi Nokkala, Goran Dakovic	8 + 5 = 14
12:00	Lunch and departure		

ANNEX 2: TERMS OF REFERENCE OF THE REVIEW



External review of the Evaluation Agency of Baden-Württemberg (evalag) by the European Association for Quality Assurance in Higher Education (ENQA)

Annex I: TERMS OF REFERENCE

15 May 2018

1. Background and Context

evalag (Evaluationsagentur Baden-Württemberg) was founded in 2000 as a foundation under public law and is committed to non-profit purposes. As a centre of excellence for quality assurance and enhancement, **evalag** operates in various fields of activities and both in Germany and abroad.

The fields of activities encompass due to the statutes of **evalag**:

- (a) evaluations in the area of science,
- (b) development of systems for quality assurance and quality management and their application in the area of science, particularly in the higher education area,
- (c) consulting higher education institutions and other scientific institutions on questions of quality assurance and quality management,
- (d) accreditation of study programmes (programme accreditation) and implementation of system accreditation procedures according to internationally established standards based on the applicable legal requirements,
- (e) other activities serving the promotion of science.

The bodies of the Foundation comprise the international Foundation Board, the Chief Executive Officer as well as the Accreditation Commission and the Appeals Commission.

The registered office is located in Mannheim. The **evalag** team consists of approx. 20 persons, including scientific consultants, the secretariat, the administration, a computer specialist, and project assistants. The team is managed by the Chief Executive Officer, Dr. Anke Rigbers (since 2007), and her deputy, Dr. Sibylle Jakubowicz. The majority of **evalag**'s scientific consultants possesses longterm experience in higher education institution matters and project management – on the international level also – and has moderation and advising skills as well.

evalag supports the commitment of higher education and scientific institutions to achieve high quality in teaching and learning, research and the institution as a whole. **evalag** therefore wants to strengthen their self-steering ability and wants to boost their quality culture. Doing so **evalag** follows an understanding of quality that focuses on dialogue and development. It is always **evalag**'s objective to implement bespoke projects and methods to achieve maximum added value for the ordering party.

evalag ensures that all its procedural principles, methods, and criteria are under continuous review and are developed with respect to (legal) standards – especially the ESG.

evalag's activities in the scope of the ESG are listed under 2.1. These activities are organized in the "Section 2: Accreditation/Certification" of **evalag**.

evalag additionally offers services out of the range of the ESG. These are organized in the "Section 1: Quality Management" and are focussed on the organisational development and quality management (including the areas of service and administration).

They encompass:

- consulting (preparation and supervision of accreditation procedures, strategy development, human resources management, academic controlling/reporting)
- further education
- science support (coordination of peer reviews and funding procedures for research projects)
- evaluations (institutions, programmes, projects, strategies)
- applied Higher Education Research.

evalag is committed to the advancement of quality assurance within the European and international higher education areas. To promote the exchange of experiences and the cooperation with other quality assurance agencies, **evalag** is an active member of CEENQA (Central and Eastern European Network of Quality Assurance Agencies in Higher Education), DeGEval (Gesellschaft für Evaluation e.V., German Evaluation Society), and INQAAHE (International Network for Quality Assurance Agencies in Higher Education).

Since 2001 **evalag** is member of ENQA and is now applying for renewal of membership.

Evalag is registered on EQAR since 2010 and is applying for renewal of registration.

2. Purpose and Scope of the Evaluation

This review, will evaluate the way in which and to what extent **evalag** fulfils the *Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)*. Consequently, the review will provide information to the ENQA Board to aid its consideration of whether membership of **evalag** should be reconfirmed and to EQAR to support Evalag application to the register.

The review panel is not expected, however, to make any judgements as regards granting membership.

2.1 Activities of evalag within the scope of the ESG

In order for **evalag** to apply for ENQA membership and for registration in EQAR, this review will analyse all **evalag** activities that are within the scope of the ESG, i.e. reviews, audits, evaluations or accreditation of higher education institutions or programmes that relate to teaching and learning (and their relevant links to research and innovation). This is regardless of whether these activities are carried out within or outside the EHEA, and whether they are obligatory or voluntary.

The following activities of **evalag** have to be addressed in the external review:

- **(1)** Evaluation of fields of study (<https://www.evalag.de/en/services/evaluation/>)
- **(2)** Accreditation of study programmes and **(3)** system accreditation in Germany (expiring procedures (contracted before 1st January 2018) due to legal changes in the German accreditation system)
- Assessment Procedures, **(4)** programme and **(5)** institutional, at Higher Education Institutions as a Preparation for an Application of Accreditation (Programm- und Systemakkreditierung) at the German Accreditation Council
(<https://www.evalag.de/leistungen/akkreditierung/programmakkreditierung-ab-12018/>,
<https://www.evalag.de/leistungen/akkreditierung/systemakkreditierung-ab-12018/>)
- **(6)** International Programme (<https://www.evalag.de/en/services/internationalaccreditation/international-programme-accreditation/>) and **(7)** Institutional Accreditation (<https://www.evalag.de/en/services/international-accreditation/institutional-accreditation/>)
- **(8)** Audits of quality management in Austria (<https://www.evalag.de/en/services/audits-inaustria/>)
- **(9)** Institutional Accreditation in Switzerland (<https://www.evalag.de/en/services/akkreditierungschweiz/>)
- **(10)** (Institutional) certification of advanced study programmes (<https://www.evalag.de/en/services/certification/>)

3. The Review Process

The process is designed in the light of the *Guidelines for ENQA Agency Reviews* and in line with the requirements of the *EQAR Procedures for Applications*.

The evaluation procedure consists of the following steps:

- Formulation of the Terms of Reference and protocol for the review;
- Nomination and appointment of the review panel;
- Self-assessment by **evalag** including the preparation of a self-assessment report;
- A site visit by the review panel to **evalag**;
- Preparation and completion of the final evaluation report by the review panel;
- Scrutiny of the final evaluation report by the ENQA Review Committee;
- Analysis of the scrutiny by the ENQA Board and their decision regarding ENQA membership;
- Follow-up of the panel's and/or ENQA Board's recommendations by the agency, including a voluntary follow-up visit.

3.1 Nomination and Appointment of the Review Team Members

The review panel consists of four members: one or two quality assurance experts, an academic employed by a higher education institution and student member. One of the members will serve as the chair of the review panel, and another member as a review secretary. For ENQA Agency Reviews at least one of the reviewers is an ENQA nominee (most often the QA professional[s]). At least one of the reviewers is appointed from the nominees of either the European University Association (EUA) or

the European Association of Institutions in Higher Education (EURASHE), and the student member is always selected from among the ESU-nominated reviewers.

In addition to the four members, the panel will be supported by the ENQA Secretariat review coordinator who will monitor the integrity of the process and ensure that ENQA expectations are met throughout the process. The ENQA staff member will not be the Secretary of the review and will not participate in the discussions during the site visit interviews.

Current members of the ENQA Board are not eligible to serve as reviewers.

ENQA will provide **evalag** with the list of suggested experts with their respective curriculum vitae to establish that there are no known conflicts of interest. The experts will have to sign a non-conflict of interest statement as regards **evalag** review.

3.2 Self-assessment by **evalag**, including the Preparation of a Self-assessment Report

evalag is responsible for the execution and organisation of its own self-assessment process and shall take into account the following guidance:

- Self-assessment is organised as a project with a clearly defined schedule and includes all relevant internal and external stakeholders;
- The self-assessment report is broken down by the topics of the evaluation and is expected to contain, among others: a brief description of the national HE and QA system; background description of the current situation of the Agency; an analysis and appraisal of the current situation; proposals for improvement and measures already planned; a SWOT analysis; each criterion (ESG part II and III) addressed individually. All agency's QA activities (whether within their national jurisdiction or outside of it, and whether obligatory or voluntary) will be described and their compliance with the ESG analysed.
- The report is well-structured, concise and comprehensively prepared. It clearly demonstrates the extent to which **evalag** fulfils its tasks of external quality assurance and meets the ESG and thus the requirements of ENQA membership.
- The self-assessment report is submitted to the ENQA Secretariat who has 4 weeks to prescrutinise it before forwarding the report to the panel of experts. The purpose of the prescrutiny is to ensure that the self-assessment report is satisfactory for the consideration of the panel. The Secretariat will not judge the content of information itself but whether the necessary information, as stated in the Guidelines for ENQA Agency Reviews, is present. For the second and subsequent reviews, the agency is expected to enlist the recommendations provided in the previous review and to outline actions taken to meet these recommendations. In case the self-assessment report does not contain the necessary information and fails to respect the requested form and content, the ENQA Secretariat reserves the right to reject the report and ask for a revised version within 4 weeks. In such cases, an additional fee of 1000 Euros will be charged to the agency.
- The report is submitted to the review panel a minimum of six weeks prior to the site visit.

3.3 A Site Visit by the Review Panel

evalag will draw up a draft proposal of the schedule for the site visit to be submitted to the review panel at least two months before the planned dates of the visit. The schedule includes an indicative timetable of the meetings and other exercises to be undertaken by the review panel during the site visit, the duration of which is 2,5 days. The approved schedule shall be given to **evalag** at least one month before the site visit, in order to properly organise the requested interviews.

The review panel will be assisted by **evalag** in arriving in Mannheim, Germany.

The site visit will close with a final de-briefing meeting outlining the panel's overall impressions but not its judgement on compliance or granting of ENQA membership.

3.4 Preparation and completion of the final evaluation report

On the basis of the review panel's findings, the review secretary will draft the report in consultation with the review panel. The report will take into account the purpose and scope of the evaluation as defined under articles 2 and 2.1. It will also provide a clear rationale for its findings with regards to each ESG. A draft will be first submitted to the ENQA review coordinator who will check the report for consistency, clarity and language and it will be then submitted to **evalag** within 11 weeks of the site visit for comment on factual accuracy. If **evalag** chooses to provide a statement in reference to the draft report it will be submitted to the chair of the review panel within two weeks after the receipt of the draft report. Thereafter the review panel will take into account the statement by Evalag, finalise the document and submit it to ENQA.

The report is to be finalised within three months of the site visit and will not exceed 40 pages in length. When preparing the report, the review panel should also bear in mind the *EQAR Policy on the Use and Interpretation of the ESG*, so as to ensure that the report will contain sufficient information for the Register Committee for application to EQAR.

evalag is also requested to provide a letter addressed to the ENQA Board outlining its motivation applying for membership and the ways in which **evalag** expects to contribute to the work and objectives of ENQA during its membership. This letter will be discussed along with the final evaluation report.

4. Follow-up Process and Publication of the Report

evalag will consider the expert panel's report and will publish it on its website once the ENQA Board has made its decision. The report will also be published on the ENQA website, regardless of the review outcome and decision by the ENQA Board. **evalag** commits to preparing a follow-up plan in which it addresses the recommendations of the review panel and to submitting a follow-up report to the ENQA Board. The follow-up report will be published on the ENQA website, in addition to the full review report and the Board's decision.

The follow-up report will be complemented by a small-scale visit to the agency performed by two members of the original panel (whenever possible). This visit will be used to discuss issues, based on the ESG, considered as of particular importance or challenge by **evalag**. Its purpose is entirely developmental and has no impact on the judgement of membership and/or compliance of the agency with the ESG. Should the agency not wish to take advantage of this opportunity, it may opt out by informing the ENQA Review Coordinator about this.

5. Use of the report

ENQA shall retain ownership of the report. The intellectual property of all works created by the expert panel in connection with the review contract, including specifically any written reports, shall be vested in ENQA.

The review report is used by the Board of ENQA for the purpose of reaching a conclusion on whether Evalag has met the ESG and can be thus admitted/reconfirmed as a member of ENQA. The report will also be used for registration on EQAR, and is designed so as to serve these two purposes. However,

the review report is to be considered final only after being approved by the ENQA Board. Once submitted to **evalag** and ENQA and until it is approved by the Board the report may not be used or relied upon by **evalag**, the panel and any third party and may not be disclosed without the prior written consent of ENQA. **evalag** may use the report at its discretion only after the Board has approved of the report. The approval of the report is independent of the decision on membership.

The Chair of the panel shall remain available to respond to questions of clarification or further information from the EQAR Register Committee provided that the ENQA Secretariat is copied in all such requests.

6. Budget

evalag shall pay the following review related fees:

Fee of the Chair	4,500 EUR
Fee of the Secretary	4,500 EUR
Fee of the 2 other panel members	4,000 EUR (2,000 EUR each)
Fee of 2 panel members for follow-up visit	1,000 EUR (500 EUR each)
Administrative overhead for ENQA Secretariat	7,000 EUR
Experts Training fund	1,400 EUR
Approximate travel and subsistence expenses	6,000 EUR
Travel and subsistence expenses follow-up visit	1,600 EUR

This gives a total indicative cost of 30,000.00 EUR VAT excl. for a review team of 4 members. In the case that the allowance for travel and subsistence expenses is exceeded, **evalag** will cover any additional costs after the completion of the review. However, the ENQA Secretariat will endeavour to keep the travel and subsistence expenses in the limits of the planned budget, and will refund the difference to **evalag** if the travel and subsistence expenses go under budget.

The fee of the follow-up visit is included in the overall cost of the review and will not be reimbursed in case the agency does not wish to benefit from it.

In the event of a second site visit required by the Board and aiming at completing the assessment of compliance, and should the agency accept a second visit, an additional fee of 500 EUR per expert, as well as travel and subsistence costs are recoverable from the agency.

7. Indicative Schedule of the Review

Agreement on terms of reference	April/May 2018
Appointment of review panel members	September 2018
Self-assessment completed	By 15 October 2018
Pre-screening of SAR by ENQA coordinator	October 2018
Preparation of site visit schedule and indicative timetable	November 2018
Briefing of review panel members	December 2018
Review panel site visit	January 2019
Draft of evaluation report and submitting it to ENQA coordinator for pre-screening	By March 2019
Draft of evaluation report to evalag	March 2019
Statement of evalag to review panel if necessary	Early April 2019
Submission of final report to ENQA	By May 2019
Consideration of the report by ENQA Board and response of evalag	June 2019
Publication of the report	June/July 2019

ANNEX 3: GLOSSARY

AAQ	Schweizerische Agentur für Akkreditierung und Qualitätssicherung
AC	Accreditation Commission
ACQUIN	Akkreditierungs-, Zertifizierungs- und Qualitätssicherungs-Institut
AHPGS	Akkreditierungsagentur im Bereich Gesundheit und Soziales
AKAST	Agentur für Qualitätssicherung und Akkreditierung kanonischer Studiengänge in Deutschland
ASIIN	Akkreditierungsagentur für Studiengänge der Ingenieurwissenschaften, der Informatik, der Naturwissenschaften und der Mathematik
AQAS	Agentur für Qualitätssicherung durch Akkreditierung von Studiengängen
AQ Austria	Agentur für Qualitätssicherung und Akkreditierung Austria
CEO	Chief Executive Officer
DeGEval	Deutsche Gesellschaft für Evaluation e.V.
ENQA	European Association for Quality Assurance in Higher Education
evalag	Evaluationsagentur Baden-Württemberg
ESG	Standards and Guidelines for Quality Assurance in the European Higher Education Area, 2015
FIBAA	Foundation for International Business Administration Accreditation
GAC	German Accreditation Council
HE	higher education
HEI	higher education institution
HR	human resources
IT	information technology
QA	quality assurance
SAR	self-assessment report
SWOT	Strengths, weaknesses, opportunities, threats
ZEVA	Zentrale Evaluations- und Akkreditierungsagentur Hannover

ANNEX 4. DOCUMENTS TO SUPPORT THE REVIEW

DOCUMENTS PROVIDED BY EVALAG BEFORE THE VISIT

1. Statutes 2015 (amended on June 17 th 2015)
2. Assessment criteria
 - 2.a. evaluation of fields of study
 - 2.b. accreditation of study programmes in Germany (before 2020) (see further documents 5a/b)
 - 2.c. system accreditation in Germany (before 2020) (see further documents 5a/b)
 - 2.d. programme assessment procedures (see further documents 6a-f)
 - 2.e. institutional assessment procedures (see further documents 6a-c, 6g)
 - 2.f. international programme accreditation
 - 2.g. international institutional accreditation
 - 2.h. audits of quality management in Austria (only available in German)
 - 2.i. institutional accreditation in Switzerland (only available in German)
 - 2.j. (institutional) certification of advanced study programmes
 - 2.k. mapping grid (criteria ESG Part 1 and procedures)
3. Thematic Analyses
 - 3.a. Thematic Analysis 2016
 - 3.b. Thematic Analysis 2018 (including peer review analysis)
4. evalagIQM-Manual (Internal Quality Management Manual)
 - 4.a. Content grid (English)
 - 4.b. Full version (only German version available)

OTHER SOURCES AVAILABLE ONLINE

5. Pertinent rules issued by the Accreditation Council, the Standing Conference of the Ministers of Education and Cultural Affairs of the German federal states
 - 5.a. Rules for the Accreditation of Study Programmes and for System Accreditation:
http://archiv.akkreditierungsrat.de/fileadmin/Seiteninhalte/AR/Beschluesse/en/AR_Regeln_Studien_gaenge_en_aktuell.pdf
 - 5.b. Common structural guidelines of the Länder for the accreditation of Bachelor's and Master's study courses:
http://www.akkreditierungsrat.de/fileadmin/Seiteninhalte/KMK/en/KMK_Laendergemeinsame_Strukturvorgaben_en_aktuell.pdf
6. Regulation of the accreditation system in Germany since January 1 st 2018
 - 6.a. Interstate Treaty on the organisation of a joint accreditation system:
http://www.akkreditierungsrat.de/fileadmin/Seiteninhalte/Sonstige/en/161208_Interstate_Study_Accreditation_Treaty.pdf
 - 6.b. Specimen decree pursuant to Article 4, paragraphs 1 – 4 of the interstate study accreditation treaty. Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the Länder in the Federal Republic of Germany of December 7 th , 2017 (including the substantiation):
<http://www.akkreditierungsrat.de/fileadmin/Seiteninhalte/KMK/Vorgaben/Musterrechtsverordnung.pdf>
 - 6.c. German Rector's Conference / Hochschulrektorenkonferenz (HRK): EntschlieÙung der 24. Mitgliederversammlung der HRK am 24. April 2018 in Mannheim: Verbindlicher Leitfaden zur

Benennung von Hochschullehrerinnen und Hochschullehrern für Gutachtergruppen gemäß Art. 3 Abs. 3 Studienakkreditierungsstaatsvertrag.

http://www.akkreditierungsrat.de/fileadmin/Seiteninhalte/HRK/Neues_System/HRK_Gutachter_VerabschiedetesVerfahrenzurBenennungvonGutachternausderWissenschaft.pdf

6.d. Specimen report programme accreditation – single study programme:

http://www.akkreditierungsrat.de/fileadmin/Seiteninhalte/AR/Beschluesse/Neues_System/Raster/Programm_Fassung_01_Raster_Akkreditierungsbericht.pdf

6.e. Specimen report programme accreditation – cluster of study programmes:

http://www.akkreditierungsrat.de/fileadmin/Seiteninhalte/AR/Beschluesse/Neues_System/Raster/Buendel_Fassung_01_Raster_Akkreditierungsbericht.pdf

6.f. Specimen report programme accreditation – Kombinationsstudiengang:

http://www.akkreditierungsrat.de/fileadmin/Seiteninhalte/AR/Beschluesse/Neues_System/Raster/Kombination_Fassung_01_Raster_Akkreditierungsbericht.pdf

6.g. Specimen report for the accreditation of a quality management system:

http://www.akkreditierungsrat.de/fileadmin/Seiteninhalte/AR/Beschluesse/Neues_System/Raster/System_Fassung_01_Raster_Akkreditierungsbericht.pdf

7. Geschäftsberichte 2014 to 2018 (Annual Reports):

<https://www.evalag.de/en/publications/> (available only in German)

8. Jahresabschluss 2014 to 2017 (Annual balance sheets, available only in German).

FURTHER DOCUMENTATION RECEIVED BY THE REVIEW PANEL DURING THE VISIT

9. Geschäftsbericht 2018

10. Verfahrensweise bei Beschwerden /Complaints and appeals procedures 2018 (both in German and English)

11. Wirtschaftsplan 2017-2019 (Financial plans 2017-2019) (In German only)

12. Feedback forms for higher education institutions and external experts:

12.a. Feedback Questionnaire to Assessment Procedures

12.b. Feedback der Gutachtergruppe zum 12.c. Begutachtungsverfahren X an der Hochschule X

12.d. Feedback Questionnaire to Assessment Procedures<Hochschule><Verfahren>
(<Referentenkürzel>)

12.e. Feedback der Hochschule X zum Begutachtungsverfahren X

12.f. Feedback der Hochschule zum Verfahren der Systemakkreditierung an Hochschule Ort

12.g. Feedback der Gutachtergruppe zum Verfahren der Systemakkreditierung an Hochschule Ort

12.h. Feedback of the expert panel on the Programme Accreditation of the Study
Programme/Cluster ... at University

12.i. Feedback on the Programme Accreditation procedure of the Study Programme/Cluster ... at ...
University

13. Forms for declaration of no-conflict-of-interest for external experts

13.a. Declaration of conflict of interest - Higher Education

13.b. Declaration of conflict of interest – Professional Practice

13.c. Declaration of conflict of interest – Student

13.d. Erklärung der Unbefangenheit für studentische Gutachterinnen und Gutachter

13.e. Erklärung der Unbefangenheit für Gutachter_innen aus der Berufspraxis

- 13.f. Erklärung der Unbefangenheit für Gutachter_innen aus dem Hochschulbereich
- 13.g. Erklärung der Unbefangenheit für Gutachterinnen und Gutachter aus der Berufspraxis
- 13.h. Erklärung der Unbefangenheit für Gutachterinnen und Gutachter aus dem Hochschulbereich
- 13.i. Erklärung der Unbefangenheit für studentische Gutachterinnen und Gutachter

14. List of evaluations outside ESG 2014-2018

15. Examples for reports for Departments 1 and 2

Reports, Department 1

15.a. Bericht zur Zwischenevaluation Begleitevaluation des BMBF-Projekts "Tandem-Teaching - IntegraL-TT" an der Pädagogischen Hochschule Freiburg

15.b. Bericht zur Abschlussevaluation Begleitevaluation des BMBF-Projekts "Tandem-Teaching - IntegraL-TT" an der Pädagogischen Hochschule Freiburg

15.c. Abschlussbericht Externe Begutachtung des Qualitätspakt-Lehre Projektes "Wandel bewegt" an der Fachhochschule Münster

15.d. Gutachterbericht Evaluation des Zentrums für Lehrerinnen- und Lehrerbildung der Europa-Universität Flensburg

15.e. Gutachterbericht Evaluation des Hochschuldidaktischen Zentrums Sachsen (HDS)

15.f. Abschlussbericht Externe Begutachtung des Qualitätspakt-Lehre Projektes "Universitätskolleg" an der Universität Hamburg

Reports, Department 2

15.g. Assessment report American University of Science and Technology (AUST), Beirut, Lebanon

15.h. Assessment report Institutional and Programme Accreditation at the International Business College Mitrovica, Kosovo

15.i. Assessment report Postgraduate Clinical Residency Programme "General Practice (Family Medicine)" at I.M. Sechenov First Moscow State Medical University, Russian Federation

15.j. Assessment report Master Programme "Public Health" at I.M. Sechenov First Moscow State Medical University, Russian Federation

15.k. Assessment report Cluster accreditation: Education - Basic Education (B. A.) History (B. A.) Journalism and Communication (B. A.) Languages and Literatures (B. A.) Modern Languages and Translation (B. A.) Philosophy (B. A.) Psychology (B. A.) Social Sciences (B. A.) at Holy Spirit University of Kaslik, Lebanon

15.l. Assessment report Holy Spirit University of Kaslik (USEK), Lebanon

16. Programme for evalag's training organised for external experts

17. Programmes for various types of training seminars for higher education institutions organised by evalag

- 17.a.Weiterbildung Vorbereitung und Durchführung von Verfahren der Programmakkreditierung: (Neue) Anforderungen an die Hoch-schulen
- 17.b.Handreichung für das Begutachtungsverfahren von Qualitätsmanagementsystemen
- 17.c.Weiterbildungsveranstaltung Das neue Akkreditierungssystem Informationen – Anforderungen – Gestaltungsspielräume
- 17.d.Weiterbildungsveranstaltung Entscheidungsfindung Systemakkreditierung
- 17.f.Weiterbildung Vorbereitung auf Akkreditierungsverfahren. Gestaltungsspielräume in Programm- und Systemakkreditierung nutzen
- 17.e.Weiterbildung Akkreditierung von lehrerbildenden Studiengängen Gestaltungsspielräume in Programm- und Systemakkreditierung nutzen 2017
- 17.f.Weiterbildung Akkreditierung von lehrerbildenden Studiengängen Gestaltungsspielräume in Programm- und Systemakkreditierung nutzen 2018
- 17.g.Workshop zur Vorbereitung von Verfahren und Gutachter_innen (Presentation)
- 17.h.Weiterbildungsveranstaltung Vorbereitung von Gutachter_innen und Begutachtungsverfahren: Aufgleisung, Umsetzung und Gestaltungsspielräume im neuen Akkreditierungssystem

- 18. Work assignments of staff, revenues and expenditure of evalag's department 2

- 19. Manual for higher education institutions for their first programme assessment procedure(s) in the new German accreditation system with evalag

- 20. Manual for higher education institutions for their first system assessment procedure(s) in the new German accreditation system with evalag

- 21. 62. Sitzung des Stiftungsrates am 8. Februar 2019 TOP 11 Akkreditierungskommission (List of proposed members for the Accreditation Commission from 2019 (to be decided by the Foundation Board in February 2019))

- 22. Satzung zur Änderung der Stiftungssatzung der evalag (Evaluationsagentur Baden-Württemberg) Vom 12. Oktober 2018

- 23. Mission statement and understanding of quality (Resolution of the Foundation Board, 12th October 2018)



THIS REPORT presents findings of the ENQA Agency Review of the Evaluation Agency of Baden-Württemberg, undertaken in 2019.



2019 ENQA AGENCY REVIEW