



eqar 

ANNUAL REPORT 2012



European Quality Assurance Register for Higher Education (EQAR) aisbl/ivzw

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/// Foreword

Dear members, dear partners,

2012 was an important year for the development of EQAR and its strategic role within the European Higher Education Area (EHEA).

EQAR focused on the formulation of a strategic plan setting out the organisation's key objectives, priorities and activities for the next four years, thus following up on one of the main recommendations made by the international panel that evaluated EQAR externally in 2011. EQAR's Strategic Plan 2013-2017 was finally adopted at the March 2013 General Assembly, and can be found in the annex to the present report.

Another important milestone for EQAR was the EHEA Ministerial Conference in Bucharest, in April 2012. The resulting Communiqué underlines EQAR's key role in promoting the European Higher Education Area by including a commitment allowing EQAR-registered agencies to operate across the EHEA. In this way ministers took a major step forward in opening up opportunities for greater cross-border quality assurance activities, thus also supporting EQAR's objectives of enhancing confidence in European higher education and facilitating the recognition of quality assurance re-

sults and decisions. We were also pleased to welcome Kazakhstan and Turkey as new Governmental Members in 2012.

The Register Committee, the independent body of EQAR in charge of receiving, evaluating and taking decisions upon applications from quality assurance agencies for inclusion in the Register, revised its procedures in 2012. Changes were made based on the Committee's four-year experience in considering quality assurance agencies' compliance with the European Standards and Guidelines (ESG). One major step forward is that all decisions on applications for inclusion on the Register will be published in the future. Three quality assurance agencies (AEQES, OAQ and SKVC) were newly admitted to the Register in 2012.

We look forward to another fruitful year ahead, and especially to strengthening our close cooperation with EQAR members, registered agencies and partners in further developing quality assurance at the European level.

Lesley Wilson
President of the Executive Board

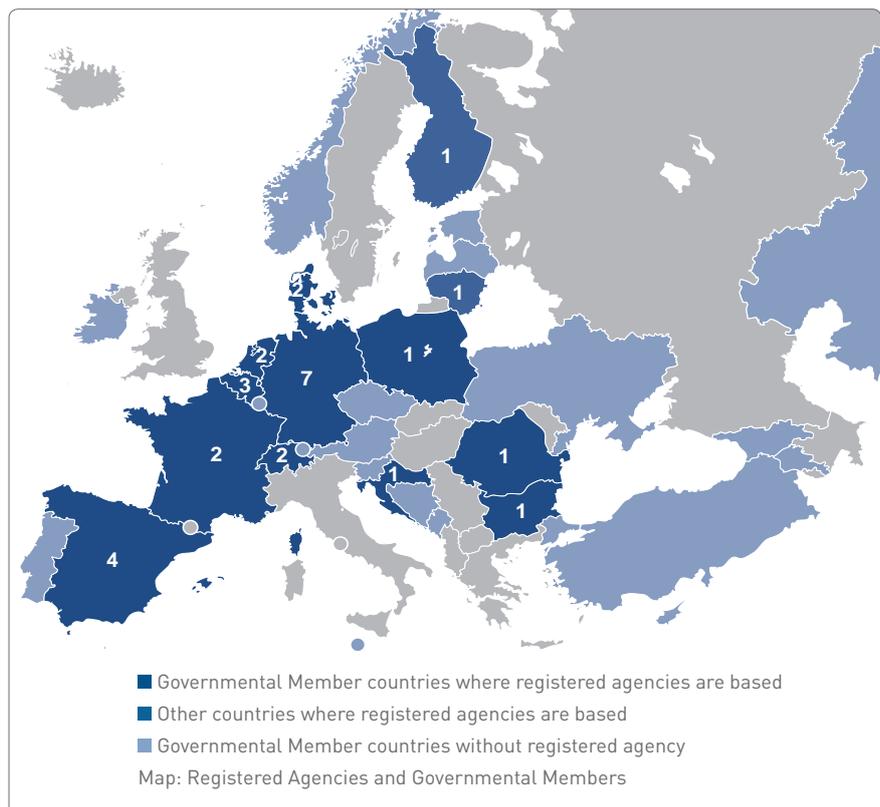
Eric Froment
Chair of the Register Committee

/// 1. Report of the Register Committee

The EQAR Register Committee independently considers and decides upon applications by quality assurance agencies for inclusion on the Register. This section of the Annual Report relates to the work of the EQAR Register Committee; it provides an overview of the two application rounds in 2012, and observations resulting from them.

The Register Committee has continued to use its established process, including two main rapporteurs and a third rapporteur, assigned from amongst Committee members, in preparing its decision-making.

For a full description of the process used to consider applications for inclusion on the Register please refer to the Guide for Applicants (<http://www.eqar.eu/application.html>) and the EQAR Self-Evaluation Report (March 2011), available at: <http://www.eqar.eu/publications/reports.html>



1.1 Applications for Inclusion and Renewal

In 2012, three new agencies were admitted to the Register. Since 2008, 39 quality assurance agencies have applied for inclusion on EQAR. That represents 83% of the 46 quality assurance agencies in the EHEA that have undergone an external review against the European Standards and Guidelines (ESG), which is a prerequisite for an application.

The registration of four agencies was renewed for a further five-year period¹, based on a new external review.

The registration of two quality assurance agencies expired during 2012 and was not renewed (as yet), on account of specific reasons related to these agencies' national contexts. One registered agency has ceased to exist in 2012.

The Register included 28 agencies by the end of 2012 (see Map, Table 1 and Annex 6), based in 13 European countries and operating almost throughout the entire European Higher Education Area (EHEA).

Table 1: Overview Applications

	2012	2008 – 2011	Total
A Initial Applications	3	36	39
B Approved	3	29	32
C Withdrawn	0	4	4
D Rejected	0	3	3
E Renewal Applications (every 5 years)	4	3	7
F Approved	4	3	7
G Withdrawn	0	0	0
H Rejected	0	0	0
I Registration expired ¹ [of B]	3	1	4
J Registered as of 31/12/2012 [B – G – H – I]			28
K General / Sectoral ²			24 / 4
L Operating in one / multiple countries			16 / 12

1. See <http://www.eqar.eu/register/former-entries.html>.

2. "Sectoral" refers to agencies that primarily review institutions or study programmes within one or a few academic disciplines or professional fields.

6 ¹ Agencies are admitted to the Register for a period of five years, counted from the date of the external review report. Whereas the first agencies were admitted to the Register in 2008, some of their external reviews were undertaken in 2006 or 2007.

Flagged Issues

In nearly all cases where agencies were admitted to the Register (or had their registration renewed), the Register Committee identified some areas in which it considered

that compliance with the ESG is less obvious or which warrant particular attention in the future.

Table 2: Flagged Issues

ESG	Flagged	ESG	Flagged
2.1 Use of Part 1	3	3.1 Use of Part 2	1 ^A
2.2 Development of Processes	2	3.2 Official Status	0
2.3 Criteria for Decisions	4	3.3 Activities	0
2.4 Processes Fit for Purpose	9	3.4 Resources	5
2.5 Reporting	19	3.5 Mission Statement	1
2.6 Follow-Up Procedures	12	3.6 Independence	18
2.7 Periodic Reviews	3	3.7 External QA Procedures	7 ^B
2.8 System-wide Analyses	5	3.8 Accountability Procedures	6

Where several issues related to the same standard were flagged for one agency, this is counted only once. Where a flag can be attributed to two standards, it is accounted for related to the standard that addresses the issue most specifically or directly.

^A This flag relates to the use of part 2 as a whole; where specific issues were flagged, these are accounted for under ESG 2.x

^B Only flags related to issues that are not addressed more specifically in part 2; flags under 3.7 relate to students on expert groups, the use of site visits and appeals procedures.

Such issues are "flagged" for attention at the time of a potential application for (further) renewal of registration of the agency concerned.

Table 2 provides an overview of how often issues related to a particular standard were flagged. It covers all applications approved by the Register Committee since 2008 (32 initial applications and 7 renewals, see Table 1).

It has to be borne in mind that there were differences in the types and levels of concern around ESG compliance in cases where issues were flagged for attention. These figures, therefore, only provide a general indication.

Renewal Applications

The Register Committee has considered and approved seven applications for renewal of agencies' registration since 2011.

The process and criteria for renewal applications are, in general, identical to those applied to initial applications. In addition, the Register Committee considers specifically the developments in those areas that were "flagged" when the agency was initially admitted to the Register.

The Register Committee noted clear improvements in most cases. There were only few cases where ESG compliance remained less obvious.

A number of initial applications (in 2008 and 2009) experienced difficulty on account of the failure of their external review reports to explicitly address all standards and guidelines of ESG parts 2 and 3. It had only been possible to consider these applications after significant additional efforts to map external review reports clearly to the relevant ESG.

Problems of that kind have diminished in the recent years.

All agencies concerned have meanwhile successfully renewed

their registration. In doing so, these agencies were able to submit clear and comprehensive external review reports, addressing ESG parts 2 and 3 in an appropriate way.

1.2 Developments in Registered Agencies

Substantive Changes

During 2012, several registered agencies have informed EQAR about changes in their statutes, organisational structures or methodologies (as required by the EQAR Procedures for Applications). In all cases, the Register Committee took note of the changes and in no case was it deemed necessary to formally review the registration status of an agency.

The Register Committee noted that the changes reported by registered agencies often related to recommendations for improvement, made by the external panels that reviewed the agency against the ESG. The Register Committee was pleased to see evidence of an improvement orientation in the external review of agencies.

In order to streamline the reporting of substantive changes and to provide guidance to registered agencies, the Register Committee decided to establish a specific information document

and report template. These documents help agencies in identifying whether a substantive change report is warranted, as well as in preparing such reports.

The information document underlines that the requirement to report substantive changes is not intended to discourage change and innovation, but to ensure that EQAR will become aware of

situations where an agency's current practice differs substantially from the situation when it was reviewed against the ESG and admitted to the Register. However, only in cases of serious concerns about whether a registered agency continues to comply substantially with the European Standards and Guidelines (ESG) the Register Committee will consider further action, such as an extraordinary review of registration.



Register Committee, December 2012, Aveiro

The information document and template report can be found at: <http://www.eqar.eu/application/substantive-changes.html>

Merger Policy

Recent mergers of quality assurance agencies into one new agency prompted the Register Committee to develop a specific policy and a set of procedures to address the registration status of agencies after a merger.

Agencies that were established as result of a merger of agencies already registered on EQAR are eligible to apply for a provisional registration for up to two years. Provisional registration is only possible where all agencies involved in the merger are already registered and subject to further, strict conditions.

Provisional registration will allow the new, merged agency to undertake an external review against the European Standards and Guidelines (ESG) within a reasonable timeframe, on the basis of which a final decision on registration will be made.

The Merger Policy is available at: http://www.eqar.eu/fileadmin/documents/eqar/official/RC8_06_1_AgencyMergers_v1_0.pdf

1.3 Revision of the Procedures for Applications

The Register Committee carried out a revision of the Procedures for Applications in 2012. A consultation session took place at the EQAR Members' Dialogue and the final revised Procedures for Applications were adopted on 1 December 2012.

The revision was based on the experience gathered by the Register Committee since 2008, when the Procedures for Applications were developed, and also implements certain recommendations² made by the external expert panel that evaluated EQAR in 2011.

There has been no change in substance of the eligibility requirements or criteria for inclusion. The main changes made in the revision, in addition to various clarifications and editorial changes, concern the following:

- 1. The Register Committee's decisions on all eligible applications for inclusion on the Register will be published, including the reasons for the decisions.**

This has been decided in the interest of greater transparency and to avoid misinformation about the reasons for the Register Committee's decisions.

Both approval and rejection decisions will be published in the future. The same account of the reasons that is transmitted to the agency concerned will be published.

Rejections will only be published once they are final, i.e. when the deadline for appeal has passed or all appeals have been heard. No information will be published on applications that have been withdrawn.

- 2. A process has been introduced to confirm eligibility of a future application, before the external review process and actual application.**

The eligibility requirements address two sets of issues: (1) The applicant must itself carry out direct external quality assurance activities, such as evaluation, accreditation or audit of higher education institutions or pro-

grammes. (2) Applicants have to undergo an external review process to provide demonstrable evidence of compliance with the ESG. The external review must meet certain requirements regarding the coordinator, the review team and the report.

Whereas eligibility was so far only officially verified once an application was made, a new process is now available to determine an agency's eligibility before it undergoes an external review and makes an application. This will avoid situations where an agency undergoes an external review without being able to use that review in the end.



Register Committee, May 2012, München

3. The rules regarding duration and renewal of inclusion have been clarified, and flexibility has been increased.

Agencies are registered for five years, counted from the date of the external review report. A registered agency will have to submit its application of renewal before the expiry of its inclusion, and then has up to three months to submit a report of a new external review according to the ESG.

It has further been clarified that issues flagged when an agency is admitted are expected to be addressed specifically in that new review.

Following the revision of the Procedures for Applications EQAR also published a revised Guide for Applicants, providing a full overview and explanation of what is set out in the Procedures. It is available at: http://www.eqar.eu/fileadmin/documents/EQAR_GuideForApplicants_current-version.pdf

1.4 Contribution to the ESG Revision

The EQAR Register Committee has formed a subcommittee to follow the ESG revision process and to prepare EQAR's contributions to the revision.

Based on the EQAR Input to the MAP-ESG Project (August 2011, see http://www.eqar.eu/fileadmin/documents/eqar/official/RC_06_1_EQARStatementOnESG_v1_0.pdf), the subcommittee prepared EQAR's input to the Steering Group's deliberations on the context, scope, purposes and principles of the ESG.

At its meeting on 1 December 2012, the Register Committee considered the progress of the ESG Revision and commented on draft documents under discussion in the Steering Group.



Register Committee, May 2012, München

/// 2. Policy Developments in the EHEA

The Bucharest Ministerial Conference (April 2012) was an important milestone for the European Higher Education Area (EHEA). With some important commitments, the Bucharest Communiqué set the course for the future development of quality assurance in the EHEA.

EQAR set out its recommendations to ministers in the Strategic Priorities and Follow-Up to the External Evaluation of EQAR (published together with the Annual Report 2011), as well as in a dedicated Message to Ministers (http://www.eqar.eu/fileadmin/documents/eqar/information/T_120425_EQAR_MessageToBucharestMinisterial_web.pdf) that was distributed at the conference.

In line with these recommendations, the 47 EHEA Ministers made an important commitment to facilitate international, cross-border quality assurance activities by opening up quality assurance systems to all EQAR-registered agencies:

"We welcome the external evaluation of EQAR and we encourage quality assurance agencies to apply for registration. We will allow EQAR-registered agencies to perform their activities across the EHEA, while complying with national requirements.

In particular, we will aim to recognise quality assurance decisions of EQAR-registered agencies on joint and double degree programmes." (Bucharest Communiqué, April 2012)

As a result of the evolution of the EHEA policy context, EQAR is currently developing an analysis of the recognition of EQAR-registered agencies in the EHEA countries (see 2.2 below).

Ministers further asked EQAR to cooperate with the E4 group, Education International and BUSINESSEUROPE in the revision of the European Standards and Guidelines (ESG, see 2.3 below).



EHEA Ministerial Conference, April 2012, București

EQAR participates in the work of relevant sub-structures of the Bologna Follow-Up Group (BFUG), established after the Nicosia BFUG meeting (August 2012) for the period until the 2015 ministerial conference in Yerevan, Armenia:

- / Working Group on the Bologna Process Implementation
(represented by Ligia Deca, Project Officer)
- / Working Group on 'Structural Reforms'
(represented by Colin Tück, Director)
- / Working Group on Mobility and Internationalisation
(represented by Eric Froment, Chair of the Register Committee)

2.1 Recognition of EQAR-Registered Agencies

The Bucharest Communiqué commitment to allow EQAR-registered agencies to perform their activities across the EHEA is in line with the objectives formulated for EQAR at the outset, i.e. to: "provide a basis for national authorities to authorise higher education institutions to choose any agency from the Register, if that is compatible with national arrangements" (E4 Report to the London Summit, 2007). This objective has since formed a key element of EQAR's mission and strategic priorities.



EHEA Ministerial Conference, April 2012, București

The following table provides an overview of the countries in the European Higher Education Area (EHEA) that have taken steps at national level to recognise officially all EQAR-registered agencies, in terms of accepting their decisions in specific circumstances or allowing higher education institutions to choose any agency from the Register.

Armenia	All HEIs are able to choose a foreign EQAR-registered QAA, as long as it is deemed eligible by the National Center for Professional Education Quality Assurance Foundation (ANQA) Governing body. An institution applying to a foreign agency should have a prior agreement with ANQA and the ANQA Board needs to endorse the QA assessment.
Austria	Austrian public universities are obliged to undergo regular institutional audits by the Austrian national QA agency or any other agency that is included on EQAR. Foreign agencies need to apply the assessment areas defined by the Law. The same rules apply to university colleges after having been initially accredited.
Belgium/ Flemish Community	HEIs in the Flemish Community of Belgium can choose to have their review for accreditation carried out by EQAR-registered agencies. Such reviews will be the basis for accreditation of study programmes by the Accreditation Organisation of the Netherlands and Flanders (NVAO). While all EQAR-registered agencies are automatically entitled to carry out the assessment reviews, they have to agree the Terms of Reference with NVAO.
Bulgaria	Since August 2011 Bulgarian higher education institutions (HEIs) have the possibility to commission a foreign EQAR-registered QA agency for their compulsory accreditation, at programme as well as institutional level. The foreign agency will have to use the same criteria and mark-based system as the national agency, NEAA.
Denmark	Erasmus Mundus joint programmes, offered by Danish and foreign institutions in cooperation, do not require additional accreditation by the Danish national quality assurance agency, if they are accredited by any EQAR-registered agency.

Danish institutions may only issue Danish diplomas for programmes offered abroad if they are accredited either by the national Danish agency or an “internationally recognised” agency. If an agency is registered on EQAR, it is automatically considered “internationally recognised”; otherwise, it has to prove this in an individual procedure to the Danish authorities.

Germany

For their periodic accreditation of their study programmes or quality assurance systems German Higher education institutions (HEIs) can choose from amongst QA agencies that are accredited by the German Accreditation Council, a national regulatory body. These agencies can also ratify individual accreditation decisions by other agencies on joint programme between a German and foreign institution. This is subject to the agency being registered on EQAR or a full member of ENQA.

Kazakhstan

Institutions are subject to periodic institutional and programme accreditation. They can have their programmes accredited by any quality assurance agency listed on the Kazakh national register of accreditation bodies.

Quality assurance agencies from other countries in the European Higher Education Area (EHEA) can be included on the national register of agencies subject to the condition that they are EQAR-registered.

Moreover, both Kazakh and foreign agencies on the national register will not need to undergo a review by the Kazakh authorities if they are registered on EQAR, since registration guarantees that agencies periodically re-evidence their substantial compliance with the European Standards and Guidelines (ESG) through an external review every five years.

Liechtenstein

Liechtenstein legislation requires the higher education institution to seek accreditation by any EQAR-registered agency. The country has decided not to establish an own national agency.

Lithuania

Lithuanian HEIs are subject to regular accreditation at both institutional and programme level. For programme accreditation HEIs can opt for an external review undertaken by any EQAR-registered QA agency. The actual accreditation decision, however, remains the responsibility of the national QA agency, SKVC.

Poland

Polish HEIs may request foreign EQAR-registered QA agencies to conduct an external accreditation review, whereas the accreditation decision is taken by the Polish Accreditation Commission (PKA, the national agency). HEIs are further required to be reviewed by an EQAR-registered agency in order to apply for the right to offer doctorate degrees.

Foreign higher education institutions (HEIs) that have been accredited by any EQAR-registered agency have the right to establish branch HEIs or departments in Polish.

Romania

HEIs in Romania are subject to [initial] accreditation by the national QA agency, ARACIS. Once the HEI is accredited it is obliged to undergo periodic external evaluations. For these evaluations, HEIs can choose freely from amongst the registered agencies.

According to the 2012 Bologna Process Stocktaking Report, there are some additional EHEA countries that allow their HEIs to work with foreign agencies based on criteria other than EQAR registration (Azerbaijan, Bosnia-Herzegovina, Estonia, Finland, Netherlands, Portugal, Switzerland, Turkey).

2.2 Analysis on Recognition and Cross-Border Quality Assurance

EQAR has begun to conduct an analysis of the existing legal practices in EHEA countries recognising EQAR-registered agencies and regarding how HEIs make use of the existing possibilities to request quality reviews by foreign agencies listed on the Register, including their rationales behind it.

The analysis will inform stakeholders and policy makers, and enable them to build on experiences from different EHEA countries.



Members' Dialogue, October 2012, București

The analysis should yield a better understanding of the current situation and lead to a more systematic mapping of different national arrangements, with a focus on the use of EQAR in these contexts. It will address the following research questions:

1. How are quality assurance agencies (in particular EQAR-registered) internationally active and how do they operate across borders in the EHEA?
2. What is the rationale for countries that do not recognise foreign, EQAR-registered agencies to continue to do so? Is there a wish for things to change from the side of national quality assurance agencies, higher education institutions (HEIs) or other stakeholders?
3. How frequently do HEIs make use of the possibility to choose to be evaluated, audited or accredited by a QAA from another country, and what is the rationale for them to (not) do so?

The final report will be made available in September 2014. It will contribute to the deliberations in the BFUG and its working groups ahead of the Yerevan ministerial conference in 2015.

2.3 Revision of the ESG

The E4 Group's project "Mapping the Implementation and Application of the ESG" (MAP-ESG, see http://www.enqa.eu/files/op_17_web.pdf) concluded with a recommendation to revise the European Standards and Guidelines (ESG).

At the Bucharest Ministerial Conference, European ministers for higher education agreed that:

"We will revise the ESG to improve their clarity, applicability and usefulness, including their scope. The revision will be based upon an initial proposal to be prepared by the E4 in cooperation with Education International, BUSINESS-EUROPE and the European Quality Assurance Register for Higher Education (EQAR), which will be submitted to the Bologna Follow-Up Group." (Bucharest Communiqué, April 2012)

Based on the ministers' mandate, the seven organisations established a Steering Group for the ESG Revision, composed of one representative from each organisation. EQAR is represented on the Steering Group by its Director, Colin Tüch. The Steering Group is supported by a Drafting Group of four experts who have been involved in the MAP-ESG project.

As a first step, the Steering Group considered the context, scope, purposes and principles of the revised ESG. The Steering Group prepared to launch an open call for concrete suggestions in early 2013, targeting the Bologna Follow-Up Group (BFUG) as well as other interested contributors.



Members' Dialogue, October 2012, București

2.4 Developing a Strategic Plan for EQAR

EQAR organised the second Members' Dialogue on 11/12 October 2012 in Bucharest, Romania. The event was hosted by the Executive Agency for Higher Education, Research, Development and Innovation Funding in Romania (UEFISCDI) and gathered approximately 50 representatives of EQAR governmental members, European stakeholder organisations and EQAR committee members.

The programme of the 2012 Members' Dialogue centred around the strategic priorities, adopted by the General Assembly on 20 March 2012 as part of EQAR's follow-up of



Members' Dialogue, October 2012, București

the external evaluation in 2011. In a mix of plenary and working group sessions, members discussed recent policy developments regarding quality assurance in the European Higher Education Area (EHEA) and EQAR's future activities in relation to the strategic priorities.

The discussions at the Members' Dialogue formed the basis for EQAR's Strategic Plan 2013 – 2017, which defines two strategic goals:

1. International Trust and Recognition of Registered QA Agencies
2. Enhanced Transparency and Information Provision

The full Strategic Plan can be found in [Annex 1](#).

/// 3. Communication and Public Relations

3.1 Publications

The EQAR Annual Report 2011 included the Report by the Register Committee, which had previously been published separately. The Annual Report was published together with the Report on the External Evaluation of EQAR and the Strategic Priorities and Follow-Up of the External Evaluation, adopted by the EQAR General Assembly in January 2012.

All EQAR members, national affiliates of EQAR's stakeholder members, registered quality assurance agencies and other partner organisations, received a paper copy of the Annual Report. The Annual Report was distributed to ministers at the Bucharest Ministerial Conference in April 2012. The main messages were also summarised and presented in a special Message to Ministers (http://www.eqar.eu/fileadmin/documents/eqar/information/T_120425_EQAR_MessageToBucharestMinisterial_web.pdf).

In 2012, EQAR sent out three newsletters (reaching ca. 500 recipients), providing information about agencies newly admitted to the Register, new governmental members, recent meetings and publications, as well as relevant policy developments with regard to quality assurance.

The EQAR leaflet, which gives basic information on EQAR's mission and functioning, continues to serve as a successful communication tool and is being used to provide easy understandable information on EQAR.

3.2 Website

The website is EQAR's main communication tool to address its target audience. It includes general information on EQAR, information about the Register Committee's decision, guidance for applicant quality assurance agencies and other EQAR statements or publications.

The number of visits has continued to increase steadily, with an average of more than 8 000 visits per months in 2012 (2011: ca 7 000, 2010: ca 6 000, 2009: ca 5 000).

3.3 Representation and Relations with Partners

EQAR was represented in all major conferences and seminars concerned with quality assurance of higher education in the European Higher Education Area (EHEA), including:

- / ASEM Stakeholder Seminar on Quality Assurance
- / CHEA Annual Conference
- / ENIC-NARIC Networks Joint Meeting
- / ENQA General Assembly
- / EU Presidency meeting of Directors' General for Higher Education
- / European Quality Assurance Forum (EQAF)
- / MAP-ESG Final Conference

In addition, EQAR contributed to several conferences organised by national ministries, quality assurance agencies and stakeholder organisations. These occasions have been used actively to inform the higher education community on EQAR's work and provide information to potential applicants and users.

EQAR gave several interviews to researchers and received a number of official visits from various European and non-European quality assurance agencies and stakeholder organisations with an interest in EQAR's work.

//// 4. Organisation and Finances

Two EHEA countries joined EQAR as Governmental Members in 2012: Kazakhstan and Turkey. By the end of 2012, 30 EHEA governments were members of EQAR. All 47 countries that are part of the EHEA are eligible for governmental membership.

4.1 Statutory Bodies

The General Assembly of March 2012 elected a new Executive Board, with a mandate until the General Assembly in 2014. Since 1 April 2012, the newly (re)elected Board members have been assuming the following functions:

- President: Lesley Wilson (EUA)
- Vice-President: Maria Kelo (ENQA)
- Vice-President: Allan Päll (ESU)
- Treasurer: Stefan Delplace (EURASHE)

EQAR's stakeholder members (ENQA, ESU, EUA, EURASHE, BUSINESSEUROPE and Education International) were invited to nominate independent experts to serve on the 3rd EQAR Register Committee. The General Assembly approved the following

individuals nominated to the Register Committee for a mandate from 1 July 2012 until 30 June 2014:

Christoph Anz	Lucien Bollaert
Gertie De Fraeye	Henrik Toft Jensen
Daire Keogh	Dorte Kristoffersen
Mindaugas Misiunas	Julio Pedrosa
Anca Prisacariu	Mala Singh

Kjell Frønsdal served as the Chair of the Register Committee until 30 June 2012 and was not available for a second mandate. The Register Committee appointed Eric Froment, former President of the University of Lyon 2 and former President of the European University Association (EUA), as its Chair for the mandate until 2014.

The General Assembly elected Gemma Rauret Dalmau as Deputy Member of the Appeals Committee, replacing Inge Jonsson. Her mandate will end together with the already elected Appeals Committee, at the GA of 2015.

The composition of all EQAR statutory bodies is included in [Annex 5](#).

4.2 Accounts

EQAR relies on a diversified funding base, including annual contributions from its governmental members (74%) and stakeholder members (7%), as well as application and listing fees paid by registered quality assurance agencies (14%).

In 2012, EQAR's income was lower than anticipated in the budget and this could only partially be compensated by limiting expenditure correspondingly. The financial year 2012 thus resulted in a deficit of EUR 5 083,69.

The EQAR General Assembly of 20 March 2012 decided to update the Membership Fee Scale (see [Annex 7](#)) with effect as from 1 January 2013. As part of that update, all membership fee levels have been adopted according to inflation since 2008. The Executive Board decided to update the Application and Listing Fees, paid by quality assurance agencies, accordingly.

Based on these updates EQAR was able to adopt a balanced budget for 2013 and expects a balanced result.

Balance Sheet			
Assets		Liabilities and Equity	
Fixed assets	693,40	Own funds	111 682,56
Guarantees	147,66	Profit/loss previous years	36 766,25
Office equipment	545,74	Result per 31/12/2011	-5 083,69
Liquid assets	138 291,84	Reserves	80 000,00
Receivables up to 1 year	16 519,27	Liabilities	27 302,68
Cash	76 081,48	Payables up to 1 year	14 421,68
Term deposits	40 000,00	Adjustment accounts	12 881,00
Adjustment accounts	5 691,09		
TOTAL	138 985,24	TOTAL	138 985,24

Profit and Loss Account			
Income		Expenditure	
Membership fees	187 000,00	Travel and subsistence	70 620,86
Agency fees	33 085,36	Office and administration	44 924,07
Other income	8 410,43	Staff	104 152,93
		Other costs	16 482,18
Operational income	228 495,79	Operational expenditure	236 180,04
Operational result	-7 684,25		
Financial income	2 978,19	Financial costs and taxes	377,63
Total result	-5 083,69		

/// Annex

1. Strategic Plan 2013 – 2017

(adopted by the EQAR General Assembly of 13 March 2013)

I. Vision, Mission and Values

EQAR's vision is a coherent quality assurance framework for the European Higher Education Area (EHEA) in which higher education institutions have the freedom to turn to any EQAR-registered agency for their external quality assurance reviews, and in which qualifications are thus universally recognised.

Mission

EQAR's mission is to further the development of the European Higher Education Area by increasing the transparency of quality assurance, and thus enhancing trust and confidence in European higher education.

EQAR seeks to provide clear and reliable information on quality assurance provision in Europe, thus improving trust among agencies.

EQAR seeks to facilitate the mutual acceptance of quality assurance decisions and to improve trust among higher education institutions, thus promoting mobility and recognition.

EQAR seeks to reduce opportunities for "accreditation mills" to gain credibility in Europe, thus further enhancing the confidence of students, institutions, the labour market and society more generally in the quality of higher education provision in Europe.

To achieve its mission EQAR, through its independent Register Committee, manages a register of quality assurance agencies operating in Europe that substantially comply with the European Standards and Guidelines for Quality Assurance (ESG).

Values

EQAR recognises the diversity of approaches to external quality assurance and is therefore open to all agencies, whether operating at programme or institutional level, and whether providing accreditation, evaluation or audit services.

EQAR is committed to the principles on which the ESG are based: external quality assurance should recognise the central responsibility of higher education institutions for quality development and should be carried out by independent quality assurance agencies in a transparent, objective and responsible manner, involving their stakeholders and leading to substantiated results based on well-defined procedures and criteria.

EQAR acts independently from other organisations and is committed to taking proportionate, consistent, fair and objective decisions.

EQAR makes transparent its mode of operation and its procedures while ensuring necessary confidentiality. EQAR is committed to continuously improving the quality of its work.

II. Strategic Goals

At the General Assembly in January 2012, EQAR members agreed on two strategic priorities for the organisation's work:

1. International Trust and Recognition, and
2. Transparency and Information.

The two strategic goals formulated below are intended to set the framework for EQAR's development in the coming years. The present strategic plan proposes specific activities and other measures to be undertaken in support of these strategic goals.

For each strategic goal indicators are proposed that will allow EQAR to monitor progress, bearing in mind that these will often require action to be taken by national governments or other actors, rather than only by EQAR itself. Realising these strategic goals will therefore require the active support and commitment of all EQAR members: European governments and stakeholder organisations.

Strategic Goal 1: International Trust and Recognition of Registered Quality Assurance Agencies Across Europe

In line with national requirements all EQAR-registered agencies and their decisions are officially recognised by all EHEA countries and in the context of relevant European initiatives, and all EHEA countries allow higher education institutions to request evaluation, audit or accreditation by any registered agency to fulfil their formal external quality assurance obligations.

Current situation

- / At this moment nine countries allow their institutions to work with foreign, registered QA agencies for their regular external evaluation, audit or accreditation procedures. Two more countries recognise quality assurance decisions of all EQAR-registered agencies on joint programmes.
- / The extent to which higher education institutions make use of such possibilities is not known by EQAR.

Activities

- / Carry out an in-depth analysis of both legal provisions in EHEA countries recognising EQAR-registered QA agencies and their decisions, and the use made of such provisions by HE institutions/programmes. Organise activities enabling institutions to inform themselves about the existing

possibilities, different QA agencies, their methodologies and profiles.

- / Organise peer-learning seminars on the possibilities, benefits and challenges linked to the recognition of EQAR-registered agencies.
- / Ensure that the revision of the European Standards and Guidelines (ESG) takes account of their importance in underpinning trust in EQAR-registered agencies and thus in increasing the willingness of public authorities to recognise registered agencies in their systems, and ensure that the specific challenges of cross-border quality assurance activities are considered.
- / Promote the benefits of EQAR registration and thus the broader recognition of QA agencies' decisions in relation to the academic and professional recognition of qualifications.
- / Promote recognition of EQAR-registered agencies' decisions as a way to facilitate the external quality assurance process for joint programmes and cross-border higher education provision.

Indicators to Monitor Progress

- / Number of countries allowing higher education institutions to request evaluation, audit or accreditation from any EQAR-registered QA agency to fulfil their external quality assu-

rance obligations (legislation with reference to EQAR)

- / Number of countries recognising decisions of all EQAR-registered QA agencies on joint programmes or cross-border provision
- / Reference to the goal of recognition of registered agencies and enabling institutions to turn to different agencies in relevant policy documents

Strategic Goal 2:

Enhanced Transparency and Information Provision

EQAR operates transparently, responds to the expectations of its key target groups and provides information that is useful to them.

Current situation

- / EQAR makes public which QA agencies have demonstrated their compliance with the ESG and provides basic information on their activities.
- / EQAR is directly relevant primarily for governments and QA agencies, as well as for those higher education institutions that have an interest in the European developments in QA.
- / The link between the work of EQAR at European level and the day-to-day learning and teaching processes in Europe's HE institutions is an indirect one, and mainly occurs through the work of quality assurance agencies at different levels.

Activities

- / Publish all decisions made by the Register Committee on applications for inclusion on the Register, including their reasons.
- / Review EQAR's information policy towards different target groups (governments, agencies, institutions, students), in particular:
Enhance the information provided on registered QA agencies and their activities.
Explore the feasibility of a database of evaluated and accredited institutions and programmes, linking with existing initiatives where possible.
- / Promote more visible causality between the work of EQAR, QA agencies, institutions and their programmes through EQAR's contribution to the future development of the ESG and their use.
- / Promote the shared principles for QA reflected in EQAR's criteria (the ESG) within the EHEA and internationally.

Indicators to Monitor Progress

- / Relevance of EQAR to different stakeholders as expressed in their own documents and reports
- / Statistics on the access and use of EQAR's website, including information on user groups, information users have been

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seeking and the extent to which published decisions on applications are read.

- / Attention given in external review reports on QA agencies' compliance with the ESG to the impact of agencies' activities on teaching and learning.

III. Organisational Development

This third and final section focuses on the development of EQAR as a membership organisation with a clear mission, objectives and strategic goals.

In order to fully realise the two strategic goals, EQAR will need to be able to build on the full support of its broad constituency of stakeholders and European governments, in particular to encourage all quality assurance agencies operating in Europe to comply with its criteria and to seek registration.

Current situation

- / Governments from 65% of EHEA countries (31 out of 47) are governmental members of EQAR
- / 38 out of 45 European QA agencies that have undergone an external review against the ESG (and could thus potentially apply for inclusion) have applied for inclusion on the Register (84%). These are primarily national QA agencies.

Annexes

- / In addition there are also a growing number of European, non-national QA bodies (e.g. quality labels in specific disciplines) that have not undergone reviews against the ESG.

Activities

- / Spread information on EQAR and promote governmental membership amongst non-member EHEA states, through the BFUG structures and direct contact.
- / Promote the advantages of registration amongst QA agencies, as well as among the institutions accredited/evaluated by them.
- / Address European, non-national (e.g. sector-specific) QA bodies specifically to promote amongst them the importance of the ESG as European principles and encourage their review against the ESG, as a basis for EQAR registration.
- / Ensure EQAR's active presence in QA-related events (seminars, conferences, etc.) attended by European QA agencies and governments.
- / Review the organisational structure of EQAR and the functions and responsibilities of its different bodies, bearing in mind the recommendations of the panel that reviewed EQAR externally in 2011.

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Indicators to Monitor Progress

- / Number of applicant QA agencies, compared with the total number of QA agencies in Europe and the number of QA agencies reviewed against the ESG
- / Number of governmental members, compared to the number of EHEA countries
- / Number of European-level and international events at which EQAR makes an active contribution

IV. Implementation and Review

EQAR will seek to obtain the financial and human resources necessary to implement all activities envisaged in this Strategic Plan. This will include investigating different funding sources in addition to membership and agency fees, such as project grants. EQAR will further seek to carry out activities in partnership with other actors where appropriate, while safeguarding EQAR's full independence.

The activities envisaged in the Strategic Plan will thus be further specified and prioritised within EQAR's Plans of Work, taking account of the financial and human resources as they develop.

EQAR commits to undertaking a comprehensive self-evaluation exercise in 2015/16, involving all its bodies, in order to assess progress made and to consider a revised Strategic Plan in 2017.

Annexes

2. Overview and structure

The European Quality Assurance Register for Higher Education (EQAR) was founded in March 2008 to promote transparency, trust and international recognition in quality assurance of higher education. EQAR maintains a register of quality assurance agencies that have proven to comply substantially with the European Standards and Guidelines for Quality Assurance (ESG).

The founding of EQAR as an independent international non-profit association concluded a long phase of conceptual and preparatory work by the E4 Group, consisting of ENQA, ESU, EUA and EURASHE.

The E4 Group drew up an operational model for a European register of quality assurance agencies in higher education in the run-up to the Bologna Process follow-up conference held in May 2007 in London. There, the ministers responsible for higher education in the 46 Bologna Process countries mandated the E4 organisations to set up a European register of quality assurance agencies.

EQAR's structure is based on the premise that the key stakeholders in higher education jointly bear the main responsibility to manage EQAR and to ensure its operation, as reflected in the

mandate given to the E4 Group by ministers. At the same time, the structure recognises that European governments bear the responsibility for Europe's higher education systems as a whole and thus need to be involved in order to enhance overall accountability.

Thus, the structure features differentiated roles for governments and stakeholders, and several checks and balances (see Figure 1 page 31). European governments can become involved in the governance of the EQAR association as Governmental Members.

The **General Assembly (GA)**, comprised of all members, is the supreme decision-making body of EQAR. It decides on the budget, approves the account, elects the Executive Board and Appeals Committee, approves the Register Committee and discusses any matters of major importance for the Association as a whole.

The European Commission, the Bologna Secretariat, the Council of Europe and UNESCO-CEPES participate in its meetings as observers.

The voting system of the General Assembly ensures that most decisions require a majority of both the Governmental Members and the Non-Governmental Members (i.e., Founding and Social Partner Members).

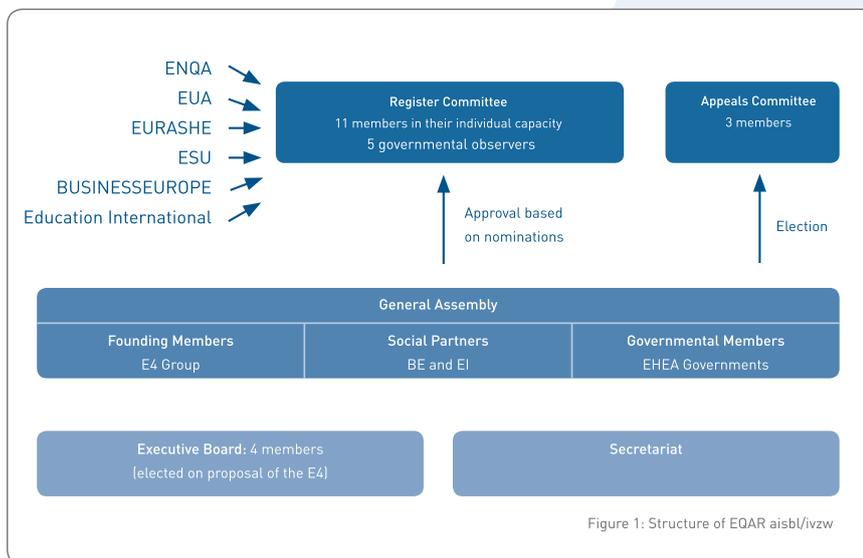


Figure 1: Structure of EQAR aisb/ivzw

The **Register Committee** has the exclusive responsibility to decide on applications for inclusion on the Register. It exercises this responsibility independently; its decisions do not require approval or ratification by another body.

The Register Committee comprises eleven members. Ten individuals with expertise in quality assurance are nominated (ENQA, ESU, EUA, EURASHE (2 nominees each), BUSINESSEUROPE and Education International (1 nominee each)). The chair is elected by the nominated members and co-opted onto the Register Committee as its eleventh member.

The Register Committee members serve as experts acting in their individual capacity, and not as representatives of the nominating organisations. Nominees may not currently hold a representative function or be a staff member of the nominating organisation.

The **Executive Board (EB)** is in charge of the management of EQAR as an association, including administrative and financial matters and strategic coordination.

The Executive Board comprises of five members: one from each Founding Member and the Chair of the Register Committee as an ex officio member without voting rights.

The functions of President, two Vice-Presidents and Treasurer rotate annually amongst the Board's voting members.

Five governments, nominated by the Bologna Follow-Up Group (BFUG), participate in the Register Committee's meetings as observers.

Appeals against a decision of the Register Committee are considered by the **Appeals Committee**, comprising of three members and three deputies elected by the General Assembly for a mandate of four years. They may not serve on any other body of EQAR.

The **Secretariat** is in charge of the daily management and operation of EQAR. It supports all other bodies in their work, ensures the information exchange between different bodies and serves as contact point for external enquiries.

3. Code of Conduct

The Code of Conduct is based on EQAR's values as defined in the Mission Statement:

EQAR recognises the diversity of approaches to external quality assurance and is therefore open to all agencies, whether operating at programme or institutional level, whether providing accreditation, evaluation or audit services.

EQAR is committed to the principle on which the ESG are based: external quality assurance should recognise the central responsibility of higher education institutions for quality development and should be carried out by independent quality assurance agencies in a transparent, objective and responsible manner, involving their stakeholders and leading to substantiated results based on well-defined procedures and criteria.

EQAR acts independently from other organisations and is committed to taking proportionate, consistent, fair and objective decisions.

EQAR will make transparent its mode of operation and its procedures while ensuring necessary confidentiality. EQAR is committed to continuously improving the quality of its work.

All members of EQAR committees and staff commit to:

- / ensuring integrity in their work at all times;
- / promoting EQAR's values;
- / acting in a manner that supports the perception of EQAR as an independent organisation working to high professional standards;
- / honouring confidentiality of internal documents and information;

- / disclosing to EQAR any functions, memberships, contracts or other relationships maintained with QAAs or their affiliates;
- / disclosing to EQAR any other circumstances that constitute or may be perceived as a conflict of interest.

Members of the Executive Board also commit to:

- / when speaking in public, ensuring clarity as to whether speaking on behalf of EQAR or their own organisation.

Members of the Register Committee also commit to:

- / in matters related to quality assurance of higher education, not representing or acting on behalf of an organisation that nominates members of the Register Committee.
- / when speaking in public otherwise, ensuring clarity as to whether speaking on behalf of EQAR or their own organisation.
- / not serving on panels reviewing QAAs where these reviews may potentially be used to support an EQAR application.

Members of staff also commit to:

- / not accepting any functions, memberships, contracts or other relationships with a QAA, EQAR member or other organisation that could jeopardise the independence of EQAR in any way.

Concerns

Any third party (organisations as well as individuals) may address a concern as to whether a representative has acted in accordance with this Code of Conduct to EQAR.

Such concerns should be referred to the President of the Executive Board or the Director of the Secretariat, as appropriate. A concern should clearly specify the individual concerned and the occasion that caused the concern.

For concerns regarding the work of a registered agency, please refer to the Complaints Policy. If you are an applicant and have a concern regarding the decision on your application, please address the EQAR Secretariat.

4. List of EQAR members, as of 31/12/2012

Founding Members

- / ENQA, European Association for Quality Assurance in Higher Education
- / ESU, European Students' Union (formerly ESIB)
- / EUA, European University Association
- / EURASHE, European Association of Institutions in Higher Education

Social Partner Members

- / BUSINESSEUROPE
- / Education International

Governmental Members

- / Armenia
Ministry of Education and Science
- / Austria
Federal Ministry of Science and Research
- / Belgium (Flemish community)
Flemish Department of Education and Training
- / Belgium (French-speaking community)
Direction générale de l'Enseignement non obligatoire et de

- la Recherche scientifique
- / Bosnia and Herzegovina
Ministry of Civil Affairs
- / Bulgaria
Ministry of Education and Science
- / Croatia
Ministry of Science Education and Sports
- / Cyprus
Ministry of Education and Culture
- / Denmark
Danish University and Property Agency
- / Ministry of Science, Technology and Innovation
- / Estonia
Ministry of Education and Research
- / France
Ministry of Higher Education and Research
- / Georgia
Ministry of Education and Science
- / Germany
Federal Ministry of Education and Research
- / Standing Conference of the Ministers of Education and Cultural Affairs of the Länder in the Federal Republic of Germany

- / Ireland
Department of Education and Science
- / Poland
Ministry of Science and Higher Education
- / Kazakhstan – since 2012
Ministry of Education and Science
- / Latvia
Ministry of Education and Science
- / Liechtenstein
Office of Education
- / Luxembourg
Ministry of Culture, Higher Education and Research
- / Malta
Ministry of Education, Employment and the Family
- / Montenegro
Ministry of Education and Sports
- / the Netherlands
Ministry of Education, Culture and Science
- / Norway
Ministry of Education and Research
- / Portugal
Ministry of Science, Technology and Higher Education
- / Romania
Ministry of Education, Research and Youth
- / Slovenia
Ministry of Higher Education, Research and Technology
- / Spain
Ministry of Education and Science
- / Switzerland
State Secretariat for Education and Research
- / Turkey – since 2012
Council of Higher Education
- / Ukraine
Ministry of Education and Science

5. Composition of EQAR bodies

Register Committee

Chair:

- / Eric Froment (Lyon, France) – since July 2012
former President, University of Lyon 2, France
- / Kjell Frønsdal (Bergen, Norway) – until June 2012
Judge of the Gulating Court of Appeal in Bergen, Norway

Vice-Chair:

- / Lucien Bollaert (Kortrijk, Belgium)
Member of the Executive Board, Accreditation Organisation of the Netherlands and Flanders (NVAO)

Members:

- / Christoph Anz (München, Germany)
Head of Education Policy Unit, BMW Group
- / Gertie De Fraeye (Ghent, Belgium)
Master student in law and student representative and vice-chair of the council for higher education in the Flemish Education Council
- / Henrik Toft Jensen (Roskilde, Denmark)
Former rector, Roskilde University

- / Dáire Keogh (Dublin, Ireland)
President, St Patrick's College, Drumcondra, Dublin City University
- / Dorte Kristoffersen (Melbourne, Australia)
Commissioner, Tertiary Education Quality and Standards Agency (TEQSA)
- / Mindaugas Misiunas (Vilnius, Lithuania)
Director, Kauno kolegija (University of Applied Sciences), Vilnius College of Higher Education
- / Júlio Pedrosa (Aveiro, Portugal)
Senior Researcher, Ciceco – Centre for Research in Ceramics and Composite Materials
- / Anca Prisacariu (Bucharest, Romania) – since July 2012
Academic Affairs Officer, Romanian National Union of Students (ANOSR)
- / Mala Singh (Milton Keynes, United Kingdom)
Professor of International Higher Education Policy, Centre for Higher Education Research and Information, Open University
- / Tanel Sits (Tallinn, Estonia) – until June 2012
Educational Policy Officer, Federation of Estonian Student Unions (EÜL)

Observers:

- / Austria – since July 2012
- / Belgium (Flemish Community) – since July 2012
- / France – since July 2012
- / Germany – since July 2012
- / Turkey
- / Czech Republic – until June 2012
- / Denmark – until June 2012
- / Greece – until June 2012
- / Slovenia – until June 2012

Executive Board

President:

- / Lesley Wilson (Brussels, Belgium)
Secretary General, European University Association (EUA)
(since April 2012, before Vice-President)
- / Andrea Blättler (Lucerne, Switzerland)
Member of the Executive Committee of the European Students Union (ESU)
(until March 2012)

Vice-Presidents:

- / Allan Päll (Tallinn, Estonia)
former Chair, European Students Union (ESU)
(since April 2012)
- / Maria Kelo (Brussels, Belgium)
Director, European Association for Quality Assurance in Higher Education (ENQA)
(since April 2012)
- / Andreas Orphanides (Nicosia, Cyprus)
Vice-President, European Association of Institutions in Higher Education (EURASHE)
(until March 2012)

Treasurer:

- / Stefan Delplace (Brussels, Belgium)
Secretary General, European Association of Institutions in Higher Education (EURASHE)
(since April 2012)
- / Helka Kekäläinen (Helsinki, Finland)
Vice-President, European Association for Quality Assurance in Higher Education (ENQA)
(until March 2012)

Ex-officio:

- / Eric Froment (Lyon, France)
Chair of the EQAR Register Committee
(since July 2012)
- / Kjell Frønsdal (Bergen, Norway)
Chair of the EQAR Register Committee
(until June 2012)

Appeals Committee**Chair:**

- / Jürgen Kohler (Greifswald, Germany)
Former Chair of the German Accreditation Council

Members:

- / Ossi V. Lindqvist (Kuopio, Finland)
Former chair of the Finnish Higher Education Evaluation
Council (FINHEEC)
- / Stephan Neetens (Brussels, Belgium)
Adviser, Ministry of Pensions

Deputy chair:

- / Thierry Malan (Paris, France)
Former General Inspector, Inspectorate for Education and
Research

Deputy members:

- / Geri Bonhof (Utrecht, the Netherlands)
President of the Executive Board, Hogeschool Utrecht –
University of Applied Sciences
- / Gemma Rauret (Barcelona, Spain)
Former Director, National Agency for Quality Assessment
and Accreditation of Spain (ANECA)
(since March 2012)

Secretariat**Director:**

- / Colin Tück

Project Officer

- / Ligia Deca

Events & Communication Consultant:

- / Annelies Traas
(Executive Officer until 31/3/2012)

6. Registered Quality Assurance Agencies

The following agencies were included on the register as of 31/12/2012. Agencies are included for five years counting from the date of their external review, the duration of inclusion is indicated in the table for each agency.

Further information on these agencies and the external review reports on which EQAR's decision are based can be obtained from: <http://www.eqar.eu/register.html>

Name:	Included since:	Inclusion until:
ACQUIN – Accreditation, Certification and Quality Assurance Institute (Germany)	15/04/2009	31/01/2016
ACSUCYL – Quality Assurance Agency for the University System of Castilla y León (Spain)	18/11/2010	31/12/2014
ACSUG - Agency for Quality Assurance in the Galician University System (Spain)	18/11/2010	31/07/2014
AEQES – Agence pour l'Évaluation de la Qualité de l'Enseignement Supérieur	03/12/2012	30/06/2016
AERES – Evaluation Agency for Research and Higher Education (France)	14/05/2011	31/05/2015

Name:	Included since:	Inclusion until:
AAC-DEVA - Andalusian Agency of Knowledge, Department of Evaluation and Accreditation	7/10/2009	31/01/2014
AHPGS – Accreditation Agency for Study Programmes in Health and Social Sciences AHPGS (Germany)	7/10/2009	31/03/2014
AQAS - Agency for Quality Assurance through Accreditation of Study Programmes (Germany)	25/05/2010	28/02/2017
AQU – Catalan University Quality Assurance Agency (Spain)	5/12/2008	31/07/2017
ARACIS – Romanian Agency for Quality Assurance in Higher Education	7/10/2009	31/03/2014
ASHE – Agency for Science and Higher Education (Croatia)	25/11/2011	31/08/2016
ASIIN – Akkreditierungsagentur für Studiengänge der Ingenieur-wissenschaften, der Informatik, der Mathematik und der Naturwissenschaften (Germany)	15/04/2009	29/02/2016
CTI - Engineering Degree Commission (France)	18/11/2010	30/04/2014

Name:	Included since:	Inclusion until:
EVA – Danish Evaluation Institute	14/05/2011	31/03/2016
evalag - Evaluation Agency Baden-Württemberg (Germany)	25/05/2010	30/09/2014
IEP – EUA Institutional Evaluation Programme (Switzerland)	15/12/2011	30/04/2014
FIBAA – Foundation for International Business Administration Accreditation (Germany)	15/04/2009	28/02/2017
FINHEEC - Finnish Higher Education Evaluation Council (KKA)	18/11/2010	31/07/2015
NEAA – National Evaluation and Accreditation Agency (Bulgaria)	7/10/2009	31/07/2013
NVAO – Accreditation Organization of The Netherlands and Flanders	5/12/2008	30/09/2017
OAQ – Swiss Center of Accreditation and Quality Assurance in Higher Education	08/05/2012	31/05/2016

Name:	Included since:	Inclusion until:
PKA – State Accreditation Commission (Poland)	15/04/2009	31/12/2013
QANU – Quality Assurance Netherlands Universities	14/05/2011	31/12/2015
SKVC – Centre for Quality Assessment in Higher Education (Lithuania)	03/12/2012	30/06/2017
The Accreditation Institution (Denmark)	18/11/2010	31/08/2015
VLHORA – Flemish Council of University Colleges (Belgium)	15/04/2009	31/10/2013
VLIR-QAU – Flemish Interuniversity Council, Quality Assurance Unit (Belgium)	7/10/2009	31/05/2014
ZEvA – Central Evaluation and Accreditation Agency (Germany)	15/04/2009	31/01/2016

7. Membership Fee Scale

(valid as of 1/1/2013 – consolidated version, adopted by the Founding Assembly of 4 March 2008, updated by the General Assembly of 20 March 2012)

1. The membership fees of EQAR aisbl are due annually and shall be payable within 30 days after receipt of the invoice.
2. There shall be no reduction of the membership fee if a member leaves EQAR aisbl before the end of the year.
3. Governmental Members (except intergovernmental organisations) shall pay a membership fee according to four categories. The categories are based on an index calculated according to the following formula:

$$\text{Index} = \frac{1}{2} \left(\frac{\text{GDP}}{\text{Average GDP (EHEA)}} + \frac{\text{GDP per capita}}{\text{Average GDP per capita (EHEA)}} \right)$$

GDP: Gross Domestic Product
Averages: Arithmetic mean of the GDPs (per capita) of all EHEA states

4. The following four categories shall be established:

Index	Fee level ¹
< 0.25	2 704 €
< 0.75	5 408 €
< 1.50	8 113 €
> 1.50	10 817 €

5. The Gross Domestic Products (GDP), GDP per capita (GDP p.c.), and resulting indexes and fee levels shall be applied according to the following table¹¹:

Country	GDP Bill. €	GDP p.c. €	Index	Fee €
France	1 931,384	30 676	3,7211	10 817
Germany	2 476,800	30 352	4,5478	10 817
Italy	1 548,816	25 668	3,0106	10 817
Luxembourg	41,597	82 110	2,1109	10 817
Netherlands	588,343	35 410	1,7834	10 817
Norway	311,855	63 538	2,0615	10 817
Russia	1 116,144	7 811	1,9032	10 817
Spain	1 062,591	23 091	2,2022	10 817
Switzerland	398,878	51 211	1,8874	10 817
United Kingdom	1 696,583	27 267	3,2767	10 817
Andorra	2,823	33 017	0,8275	8 113
Austria	284,410	33 905	1,2807	8 113
Belgium	352,537	32 290	1,3447	8 113
Denmark	234,005	42 279	1,4123	8 113
Finland	180,253	33 534	1,1120	8 113
Greece	230,173	20 582	0,8655	8 113
Ireland	155,992	34 892	1,1087	8 113
LiechtensteinIII	3,457	39 900	1,0001	8 113
Poland	354,316	9 302	0,7742	8 113

Country	GDP Bill. €	GDP p.c. €	Index	Fee €
Sweden	346,667	37 169	1,4573	8 113
Turkey	553,519	7 759	1,0407	8 113
Croatia	45,899	10 394	0,3294	5 408
Cyprus	17,465	21 746	0,5689	5 408
Czech Republic	145,049	13 805	0,5662	5 408
Estonia	14,501	10 849	0,2927	5 408
Hungary	98,446	9 831	0,3958	5 408
Iceland	9,336	28 931	0,7356	5 408
Kazakhstan	113,201	6 888	0,3450	5 408
Malta	6,233	14 852	0,3798	5 408
Portugal	172,699	16 235	0,6691	5 408
Romania	121,941	5 690	0,3285	5 408
Slovak Republic	65,906	12 137	0,4035	5 408
Slovenia	35,974	17 822	0,4994	5 408
Albania	9,148	2 857	0,0852	2 704
Armenia	7,060	2 140	0,0642	2 704
Azerbaijan	41,031	4 534	0,1758	2 704
Bosnia and Herzegovina	12,483	3 203	0,0990	2 704
Bulgaria	36,033	4 801	0,1749	2 704
Georgia	8,794	1 982	0,0629	2 704
Latvia	17,971	7 993	0,2268	2 704
Lithuania	27,410	8 325	0,2495	2 704

Country	GDP Bill. €	GDP p.c. €	Index	Fee €
Moldova	4,450	1 249	0,0379	2 704
Montenegro	3,023	4 829	0,1250	2 704
Serbia	29,144	3 940	0,1429	2 704
„the former Yugoslav Republic of Macedonia“	6,996	3 404	0,0956	2 704
Ukraine	105,065	2 295	0,2180	2 704

6. The table above shall be updated by the Secretariat if major changes occur. Changes shall be subject to approval by the General Assembly.

7. If a constituent part of a country listed joins the association independently (according to Art. 6 (2) of the statutes) the fee should be divided in the same way as the vote in the General Assembly.

8. Those Governmental Members that are intergovernmental organisations shall pay a symbolic membership fee of 1 082 € annually.

9. The Founding Members of EQAR aisbl shall pay a membership fee based on their annual income of membership fee according to the following table:

Income	Membership fee
< 100 000 €	1 082 €
< 100 000 €	0,01627 · Income – 545,18 €, but not more than 10 817 €

10. The Social Partner members shall pay a symbolic membership fee of 1 082 € annually.

11. For the time being, the income and fee levels according to the following table shall apply:

	Fee ^I €
EUA	10 817
ENQA	3 245
ESU	1 082
EURASHE	1 082
BUSINESSEUROPE	1 082
Education International	1 082

12. The table above shall be updated by the Secretariat if major changes occur. Changes shall be subject to approval by the General Assembly.

13. The Executive Board shall propose amendments of this fee scale to the General Assembly, in particular in case of significant changes of the Association's financial situation and depending on inflation rates.

^IThe 2008 fee levels have been indexed according to the Belgian "health index", see http://economie.fgov.be/fr/statistiques/chiffres/economie/prix_consommation/index_search/ for further information (in Dutch and French) and the official data. The indices of March 2008 (initial agreement of the EQAR Membership Fee Scale and previous fee levels) and January 2012 (newest available), from the 2004-based series (2004 = 100) were applied as follows:

$$\text{New Fee} = \frac{\text{Old Fee 118,25 (Jan 2012)}}{109,32 \text{ (March 2008)}}$$

^{II}Based on GDP data of 2010. Unless otherwise stated, the source of GDP data is: International Monetary Fund, World Economic Outlook 2011 database, data as of 2010, retrieved from <http://www.imf.org/> on 31/01/2012; converted to EUR, where necessary, based on average exchange rates for 1/1/2010-31/12/2010 according to the European Central Bank (ECB) or OANDA.com, where no ECB rates were available.

^{III}2009, Source: EFTA, <http://www.efta.int/statistics/statistical-data.aspx> [2012-02-15]