

**Report of the External Review of the
Agencia Nacional de Evaluación de la Calidad y
Acreditación (ANECA)**

November 2012

1	Executive Summary	3
2	Introduction	4
3	The 2007 Review of ANECA.....	5
4	The Review Process	5
4.1	The Review Panel	5
4.2	Self-evaluation report	6
4.3	Site visit	6
5	Context of the review	7
5.1	Higher Education in Spain.....	7
5.2	External quality assurance in Spain	8
5.3	ANECA.....	8
5.3.1	Legal framework	8
5.3.2	Organisational structure.....	9
5.3.3	Activities	11
6	Compliance with the European Standards and Guidelines (ESG).....	13
6.1	ESG 3.1 - Use of external quality assurance procedures for higher education	13
6.1.1	ESG 2.1 - Use of internal quality assurance procedures	13
6.1.2	ESG 2.2 - Development of external quality assurance processes.....	15
6.1.3	ESG 2.3 - Criteria for decisions	15
6.1.4	ESG 2.4 - Process fit for purpose	17
6.1.5	ESG 2.5 – Reporting.....	18
6.1.6	ESG 2.6 - Follow-up procedures.....	20
6.1.7	ESG 2.7 - Periodic reviews	21
6.1.8	ESG 2.8 - System-wide analysis.....	21
6.2	ESG 3.2 - Official Status	22
6.3	ESG 3.3 - Activities	23
6.4	ESG 3.4 - Resources	24
6.5	ESG 3.5 - Mission statement	25
6.6	ESG 3.6 - Independence.....	26
6.7	ESG 3.8 - Accountability	30
6.8	Miscellaneous.....	31
7	Conclusion	33

1 Executive Summary

In the light of the documentary and oral evidence it considered, the review panel is satisfied that the Agencia Nacional de Evaluación de la Calidad y Acreditación (ANECA) is **substantially compliant** with the *ENQA Membership Provisions*. Overall, the panel notes that the agency fully complies with ESG 3.2, 3.3, 3.4; substantially complies with ESG 3.1, 3.5, 3.6 and 3.8, and partially complies with ESG 3.7. This report therefore recommends that the Spanish national agency for quality assurance (ANECA) be granted renewal of its membership in the European Network for Quality Assurance (ENQA).

Since the last ENQA review of ANECA in 2007, the Agency has experienced significant changes: it has been given greater legal authority; it has undertaken a substantial range of new programmes of external quality assurance; it has grown in size. Recently it has had to meet the challenge of major budget cuts.

The Agency enjoys recognition from government as well as from its stakeholders. The review panel finds that the ANECA is effective in coordinating the overall external quality assurance processes and development in a country where regional authorities and agencies have significant levels of authority regarding higher education policy.

The main aspects identified by the review panel where action by the Agency for improvement is recommended are: reporting, strategic planning, system-wide analysis, and the Agency's independence from third parties. A brief account of each of these follows:

Reports as published could be more specific, detailed and thorough. The brevity of reports significantly reduces their value for readers (ESG 3.1).

ANECA's management will benefit from strengthened *strategic planning* which includes a more systematic and co-ordinated consideration of internal quality assurance, and which feeds into its action planning (ESG 3.5).

The review panel formed the view that there is little *system-wide analysis* carried out by ANECA which would be of value to the national higher education sector. The information base for this is available, and could be used for more comprehensive analyses of ANECA's activities (ESG 3.1 and ESG 3.7).

The *independence* of ANECA remains potentially vulnerable given the high level of influence on the Agency by the Ministry for Education, Culture and Sport. This is of particular concern in the context of governance, with regard to the Board of Trustees (*Patronato*). The review panel found, however, that the Agency's various quality evaluations (including reports) are carried out with full independence (ESG 3.6).

The review of ANECA was of type 'A', with the agreement that in addition to the usual ENQA membership criteria, the review panel would include within the scope of its work the Agency's responsibility for the assessment of academic staff.

2 Introduction

In 2007 the Agencia Nacional de Evaluación de la Calidad y Acreditación (ANECA) was granted full membership of the European Association for Quality Assurance in Higher Education (ENQA). According to ENQA's Statutes, all full and associate members must undergo an external review at least once every five years, coordinated by ENQA. This report is the result of that external review.

The purpose of the review is to determine whether ANECA meets the criteria for full membership, through its compliance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

The Guidelines for external reviews of quality assurance agencies in the European Higher Education Area distinguish between type A and type B reviews. Type A reviews only evaluate the extent to which the Agency fulfils the criteria for the ENQA membership and thus the ESG. In type B reviews an agency can request that the review include other aspects of its work or organisation.

According to the initial Terms of Reference¹ for the review of ANECA the purpose and scope of the evaluation was originally defined as a type B review. It was understood that in addition to the fulfilment of the ESG, the review should also assess ANECA's procedures for the evaluation of academic staff.

The panel sought clarification from ANECA as well as from ENQA about the expectations with regard to the second part of the report

ANECA informed the secretary of the panel and the ENQA Secretariat that it was not expected that the panel would make an assessment of the academic staff evaluation procedures in a separate section of the report, but rather that it would be sure to take these into account as a specific activity of ANECA. ANECA is aware that the assessment of academic staff is a specific feature of the Spanish system that is unique in Europe. For this reason ANECA sought reassurance that the panel would evaluate the assessment of academic staff in the same way as their other activities at institutional and programme level.²

The ENQA Secretariat subsequently confirmed that the review should be considered a type A and not a type B review³.

On the basis of this advice the panel ensured that academic staff evaluation carried out by ANECA was given due consideration within the framework of the report as a whole. This report therefore follows the expectations of a type A review.

¹ Terms of Reference, January 2012, Annex 1.

² E-Mail from ANECA to Stephanie Maurer, ENQA Secretariat, 26. July 2012.

³ E-Mail from the ENQA Secretariat to ANECA and Stephanie Maurer, 27 July 2012.

3 The 2007 Review of ANECA

In 2007 an international expert group established by the European Association for Quality Assurance in Higher Education (ENQA) undertook an assessment of ANECA with respect to the fulfilment of the ESG criteria. On the basis of the analysis of the documentation and a site visit the panel came to the conclusion that ANECA was in compliance with the ESG. Following this review, ANECA's status as a full member of ENQA was confirmed on 9 October 2007, for a period of five years.

In 2008 ANECA submitted a progress report to ENQA outlining progress with the implementation of the recommendations made in the 2007 report. The Board of ENQA took note of this report and expressed its satisfaction with the substantial improvements made by the Agency. However, the Board found that progress could still be made in relation to the level of compliance with standard 3.6, concerning Independence.

The current review panel took note of the report of the external review in 2007, the 2008 progress report by ANECA and also took into account a follow-up letter from the Board of ENQA in 2009. In the course of the review the panel paid special attention to the expectations expressed in this letter, which concerned Standard 3.6 on Independence. The panel observed in the course of the review that changes in the internal organisation and activities of ANECA over the last five years have been so fundamental that many of the other recommendations made in the 2007 report had now been superseded.

4 The Review Process

4.1 The Review Panel

The review panel was nominated and appointed by the ENQA Board and accepted by ANECA.

Members of the review panel were:

Peter Findlay (Chair), Assistant Director, Quality Assurance Agency for Higher Education (QAA), United Kingdom

Michèle Wera, Policy Advisor, Nederlands-Vlaamse Accreditatieorganisatie (NVAO), the Netherlands

Dionyssis Kladis, Professor at the University of the Peloponnese, Greece, nominated by the European University Association (EUA)

Olav Øye, Student at the Free University of Brussels (ULB), Belgium, nominated by the European Students Union (ESU)

Stephanie Maurer (Secretary), Scientific Collaborator, Swiss Centre of Accreditation and Quality Assurance in Higher Education, Switzerland

Professor Abdullah al Mussallam, Secretary General of the National Organisation for Assessment and Accreditation of Saudi Arabia (NCAA) attended the site visit as an observer at the invitation of ENQA.

4.2 Self-evaluation report

ANECA produced a self-evaluation report which was received by the panel two months prior to the on-site visit. The self-evaluation process within ANECA followed pre-defined phases which had ensured that all relevant groups could comment on the report.

The panel found the self-evaluation report to be well presented, clear and informative regarding the work of the Agency. At the same time the report was essentially descriptive and generally lacking in self-analysis, focusing mainly on an account of the Agency's processes and not always giving appropriate attention to demonstrating the extent to which ESG standards were met. In particular the report would have been strengthened by the inclusion of an evaluation of the strengths and weaknesses of the Agency in relation to the ESG criteria, and by a strategic consideration of the possibilities for future development.

The self-evaluation report contained a list of documentary evidence. However the documents listed were not received by the panel as an annex, nor was it always clear whether the respective documents could be found on ANECA's website. It was therefore difficult, on an initial analysis of the self-evaluation report, for the panel to form a clear understanding of the activities of ANECA in general and of the level of compliance with the ESG in particular. These points were clarified during the site visit, when extensive documentation was made available on site, and on request all documents were provided to the panel immediately. It was nevertheless unfortunate that some essential evidence had to be assessed by the team shortly before and during the site visit.

This review comes at a very important time for the Agency. The Director is newly appointed and the Agency faces major challenges due to the economic situation in Spain. The panel considers that ANECA, in its preparation of the self-evaluation report, may not have taken sufficient advantage of the valuable opportunity to carry out a reflective and critical analysis of its current position.

4.3 Site visit

The review panel visited the offices of ANECA in Madrid on 10-12 September 2012.⁴ The panel held a preparatory meeting on the preceding day to discuss the self-evaluation report and to share first impressions regarding the fulfilment of the ESG. The experts also discussed the initial lines of questioning and distributed tasks among themselves.

During the two-day visit the panel met with many different stakeholder groups relevant for ANECA's work. The programme of the visit is included in the Appendix 2 of this report. The panel was confident that the scope and level of the programme provided all relevant information for the review.

The review team was grateful for the excellent organisation of the visit. Apart from the scheduled meeting with the Minister for Education, Culture and Sport, which had to be cancelled due to last-minute availability problems, all interviews were held according to the agreed schedule. ANECA staff were at all times available and requests of the panel regarding minor changes in the programme and additional information were answered

⁴ Programme of Visit, Annex 2

promptly and efficiently. The panel valued the open, engaged and lively discussions which characterised all the meetings with ANECA colleagues.

On the final morning of the visit, the panel reviewed in detail the Agency's level of compliance with each of the ESG standards. The panel reached a consensus on all the standards. After this closed meeting the panel met with the Agency's Board of Directors and informed them about the general findings and the most important recommendations of the review.

5 Context of the review

5.1 Higher Education in Spain

The Spanish University System is regulated by the Organic Law 6/2001 on Universities (LOU), subsequently this law and the related Royal Decrees were amended in 2007 by the Organic Law 4/2007, (LOMLOU).

Authority over Higher Education in Spain is decentralised. Competencies are distributed between the National Government, the autonomous communities and the universities. Spanish state law provides a framework for these three actors and allows the autonomous communities to develop their own local regulatory framework on education. The State however regulates the conditions for obtaining, issuing and recognising academic and professional degrees, thus ensuring consistency and uniformity within the educational system across the country as a whole. The autonomous communities have the competencies for the creation, modification and closure of programmes in both public and private universities. Funding for the public universities comes from the autonomous communities.

At the moment there are 79 universities in Spain, 29 of which are private institutions. Of the 50 public universities, 48 fall under the authority of the autonomous communities and two fall under the authority of the national Ministry of Education Culture and Sport. Of the 29 private universities, seven are associated with the Catholic Church.

Through the implementation of the Bologna Process, university programmes are now structured into three cycles leading to Bachelor, Master and Doctoral degrees

The Spanish University System is coordinated by two main bodies:

The General Conference on University Policy (Conferencia General de Política Universitaria) is the body coordinating national university policy. Its members are the Minister for Education, Culture and Sport and the regional Ministers responsible for Higher Education. Its functions include the establishment and review of higher education policy.

The University Council (Consejo de Universidades) has an advisory and coordinating role. Its membership is formed by the Minister of Education, Culture and Sport, and the rectors of public and private universities. Among its functions, the law grants the Council decision-making competencies in relation to ex-ante and ex-post programme accreditation as well as for the formal accreditation of academic staff.

5.2 External quality assurance in Spain

Quality assurance, respectively external quality assurance was introduced in Spain with the implementation of the Bologna framework in 2000. The organic law on universities 6/2001 of 21 December (LOU) states that a key goal of university policy is to ensure the development of quality assurance in Spanish universities, at both national and international levels.

Activities related to the external quality assurance procedures are within the competence of ANECA and the responsible local assessment bodies established by regional law. The amendment to the law on universities – law 4/2007 of 12 April (LOMLOU) - establishes that ANECA and the regional bodies shall, in the application of international standards, establish mechanisms for cooperation and mutual recognition.

Ten of the 17 regions in Spain have established a regional agency for quality assurance. These agencies are responsible for the external quality assurance within their territory. In the seven remaining regions without a regional Agency, ANECA as the central national agency has authority. The relationship between ANECA and the regional agencies is determined by national and regional laws. ANECA and the regional agencies collaborate within the Spanish Network of University Quality Assurance Agencies (REACU). In its work, ANECA shares its competencies with the regional agencies, with two exceptions: the evaluation of civil-servant academic staff (the ACADEMIA programme); and any assessments specifically requested by the Ministry of Education, Culture and Sport, which are exclusively conducted by ANECA.

5.3 ANECA

5.3.1 Legal framework

Article 32 of the organic law 6/2001 of 21 December on universities (LOU) authorises the constitution of the National Agency of Quality Assessment and Accreditation. This body, the Agencia Nacional de Evaluación de la Calidad y Acreditación - ANECA, was established as a public sector foundation and came into effect on 19 July 2002.

In 2007 the Spanish parliament passed an amendment to the organic law on universities – law 4/2007 of 12 April (LOMLOU). Significantly, the amendment changed the Agency's legal status from an institution that is subject to private law to that of a public state Agency, subject to the provisions of the law on state agencies for the improvement of public services. However, following this amendment to the law, the change in ANECA's legal status has not yet been formally implemented. To date ANECA still has the legal status of a public sector foundation.

Article 32.2 of LOMLOU states that “the Spanish Agency for Quality Assessment and Accreditation shall develop its activity in accordance with the principles of technical and scientific competence, legality and legal certainty, independence and transparency, on the basis of standard performance criteria governing these institutions in the international arena”. From this legal basis ANECA has developed statutes that define the aims and objectives of the Agency as well as its organisational structure. The most recent revision of the statutes was decided by the Board of Trustees in May 2011.

ANECA receives its annual funding from the Ministry of Education, Culture and Sport. Additional income is generated through participation in international projects and additional assessments which are conducted on request. The budget is approved by the Board of

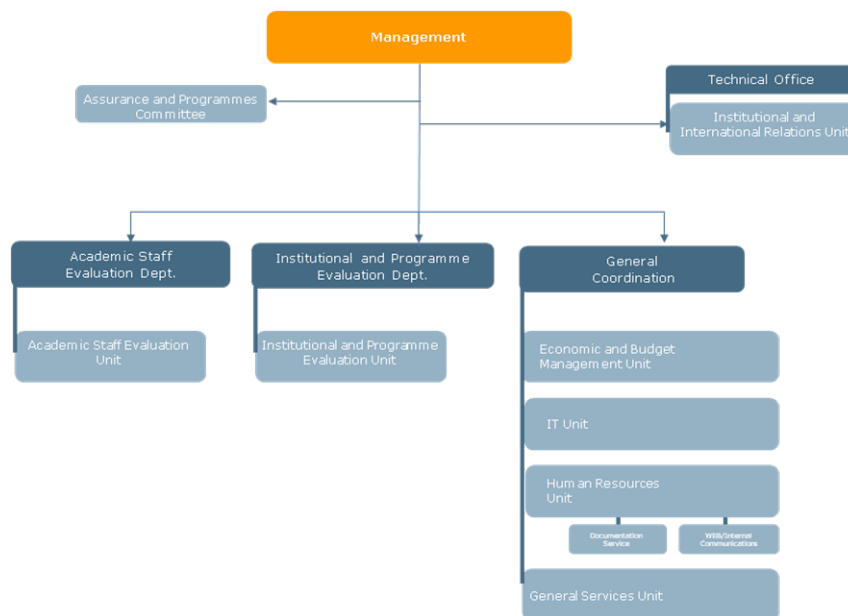
Trustees but ANECA can independently assign its budget to its various areas of activity according to its established priorities.

5.3.2 Organisational structure

The broad organisational structure of ANECA consists of the Board of Trustees, the Board of Directors, an Advisory Board, the Committee of Guarantees and Programmes and the different assessment committees.

In its operational structure, ANECA has three main divisions: the Academic Staff Evaluation Department, the Institutional and Programme Evaluation Department, and the General Coordination section which covers all administrative aspects of its work. In addition there is an Institutional and International Relations Unit which coordinates international projects, and which had a lead responsibility for the application to ENQA and the submission of the self-evaluation report.

Chart of the operational structure of ANECA⁵:



The Board of Trustees is the governing body of ANECA. The Board of Trustees monitors the management and performance of the Agency, it approves an annual activities report, an annual action plan and the agency budget. Furthermore the Board of Trustees is responsible for the appointment of the Director of ANECA.

The President of the Board of Trustees is the Minister of Education, Culture and Sport.

Members are:

- The General Secretary for Universities, Ministry of Education, Culture and Sport

⁵ Self-evaluation report, p 65.

- The Under-Secretary of the Spanish Ministry of Education, Culture and Sport
- The Director-General for Higher Education Institutions Policy, Ministry of Education Culture and Sport
- The Secretary of State for Research, Development and Innovation
- The Under-Secretary of the Spanish Ministry of Health, Social Sciences and Gender
- The Under-Secretary of the Spanish Ministry Treasury and Civil Administration
- The Under-Secretary of the Spanish Ministry of Economy and Competitiveness
- Three rectors of university institutions
- Three representatives among the persons in charge for Higher Education within the governing councils of the autonomous communities.
- Three students
- Seven personalities renowned for their activities in academic, scientific, professional, social economic or cultural areas

The Minister and the representatives from the national ministries are members «ex officio». The rectors, the representatives of the autonomous communities, and the students are appointed by the Minister of Education, Culture and Sport following nominations by the University Council (rectors), the General Conference of University Policy (representatives of the autonomous communities), and the National University Students' Council – CEUNE (students). The seven «experts» are appointed following nominations by the University Council and the General Conference of University Policy (two nominations), the Conference of the Stakeholders Councils of the Spanish Public Universities (one nomination), the National University Students' Council (one nomination) and the Minister of Education Culture and Sport (three nominations).

The Board of Directors is the managerial and executive body of ANECA. Its members are the Director and the Deputy Directors responsible for the Agency's departments. The Director is normally a senior member of academic staff of a Spanish university and is appointed for a term of four years after which he or she normally returns to their university post. The Director is appointed by the Board of Trustees.

The Advisory Board is a consultative body, responsible for the evaluation of the Agency's work and for making recommendations for improvement. Members of the Advisory Board are national and international experts, together with representatives of students and the social councils.

The Committee of Guarantees and Programmes was created in January 2012 as result of merging the two appeal and claims committees relating respectively to programme evaluation (VERIFICA / MONITOR) and to the assessment of non-civil servant academic staff positions (PEP). Apart from its responsibilities for the appeals this committee may also perform other assessment tasks assigned by the Board of Directors.

Additionally, for each of the different activities of ANECA there are a number of specialist committees. These assessment committees have been established for the different

programmes, and within the programmes for the different subject fields (e.g. Health, Social Sciences etc.). The committees are responsible for carrying out assessments and making recommendations for decision.. Members of the committees are academic and professional experts, together with student representatives. The academic members are nominated by their respective universities, the professional members are nominated by the social councils and the student members by the Spanish student council. The Board of Directors selects the members from among the persons nominated and approves them following completion of ANECA training. There are 18 assessment committees for subject-based programme evaluations and three report-issuing committees.

5.3.3 Activities

The activities of ANECA can be divided into three main areas.

- Assessment of programmes
- Assessment of academic staff
- Institutional-level approaches

5.3.3.1 Assessment of Programmes

The assessment of programmes involves formal approval of the programme ex-ante (VERIFICA), a follow-up procedure (MONITOR) and the confirmation of accreditation ex-post (ACREDITA). Doctoral-level studies may also be evaluated by the MENCIÓN programme (see below).

- VERIFICA, MONITOR and ACREDITA.

The VERIFICA programme was introduced in 2008. The aim of this programme is to assess the conformity of all study programmes offered in Spanish higher education institutions with the Bologna Process recommendations. In accordance with the national legal framework, the responsibility to assess a programme's curriculum design prior to ratification lies with ANECA. The procedure is a compulsory ex-ante assessment. Positive assessment of the degree programme results in the verification of the degree and its inclusion in the national register of universities and degrees, 'Centres and Degrees' (RUCT). Inclusion in this register gives the university the authorisation to offer the degree award and confirms that the degree programme is formally verified and approved. Between 2008 and 2012 a total of 2065 Bachelor Degrees and 2554 Master degrees were accredited by ANECA through the VERIFICA process.

The verified degrees are then submitted to a yearly follow-up procedure – MONITOR. After a pilot phase in 2010/11 MONITOR was formally introduced in 2011. In 2012, 723 Bachelor and Master degree programmes had been assessed by ANECA within the MONITOR Programme.

Both the VERIFICA and the MONITOR programmes are paper-based assessments, meaning that they normally do not include a site visit but are evaluated by a committee on the basis of the documentation submitted by the university.

It is intended that after six years for Bachelor degrees and after four years for Master degrees the approved programmes will undergo a full accreditation procedure to evaluate

whether the implementation of the programme is in accordance with the initial curriculum description – this final evaluation is to be carried out through the ACREDITA programme. This programme is still in its development phase, and ANECA is in the process of developing appropriate procedures and criteria for the implementation of ACREDITA . The Agency intends that the new ACREDITA methodology, unlike the VERIFICA and the MONITOR programmes, will include a site visit.

- MENCION

As with other study programmes, doctoral studies are evaluated through the VERIFICA programme for conformity to the Bologna framework levels. MENCION is an additional evaluation and approval procedure for doctoral programmes. This does not include an ex-ante assessment but evaluates current PhD programmes, which may apply for a Quality Label towards Excellence. The label is intended to provide formal recognition of the academic quality and educational effectiveness of doctoral studies in Spanish Universities. MENCION was introduced in 2002 and works on the basis of an annual call for applications by the Ministry Education, Culture and Sport. By 2011 758 doctoral degrees had been assessed.

5.3.3.2 Assessment of Academic staff

ANECA performs two types of evaluations of academic staff. The evaluation programme for non-civil servant academic staff (PEP) and the evaluation programme for university civil-servant academic staff positions (ACADEMIA). A positive evaluation is a prerequisite in order to apply for a post in a university (civil-servant or non civil-servant) but does not automatically guarantee appointment.

- PEP Programme

The PEP Programme was introduced in 2002. Specialist committees evaluate the candidate on the basis of evidence relating to their teaching activities, publication and research. Between 2006 and 2011 approximately 43,000 individual applications have been assessed.

- ACADEMIA Programme

The ACADEMIA programme was introduced in 2008. As with the PEP Programme it evaluates academic staff but in the case of ACADEMIA it evaluates academics for the higher status civil-servant positions in universities (typically at professorial level). As with the PEP programme, candidates are evaluated on the basis of their teaching and research activities. Between 2006 and 2011 approximately 18,000 applications have been assessed.

5.3.3.3 Institutional-level approaches

At the level of the higher education institution ANECA has introduced two programmes – AUDIT and DOCENTIA. Both of these programmes are voluntary for universities and aim respectively at supporting universities in developing internal quality assurance and improve teaching quality.

- AUDIT Programme

ANECA has developed the AUDIT Programme in collaboration with two Spanish regional agencies (AQU Cataluña and ACSUG Galicia). The programme was introduced in 2008. The

aim of the AUDIT programme is to offer support to institutions in the design of internal quality assurance systems. Once a university has effectively established an internal quality assurance system the AUDIT programme offers the opportunity for it to receive formal certification of the system in operation. To date over 50 Universities have participated in this programme.

- **DOCENTIA Programme**

The DOCENTIA programme, focusing on teaching quality, has been developed in collaboration with all the Spanish regional agencies. It has been active since 2008. The goal of this programme is firstly to support universities in the design and application of their own procedures for the quality assurance of teaching, and secondly to foster support and development for academic teaching staff and recognition of their expertise. To date 70 Universities have participated in this programme.

6 Compliance with the European Standards and Guidelines (ESG)

6.1 ESG 3.1 - Use of external quality assurance procedures for higher education

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

Compliance with the standards of Part 2 of the ESG is addressed in the following sections. Compliance with these standards is only relevant with regard to the overall compliance with standard 3.1.

6.1.1 ESG 2.1 - Use of internal quality assurance procedures

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

ANECA's current core activities relate to the approval of study programmes and to staff accreditation. These all work through formal processes that are limited respectively to the (ex-ante) evaluation of specific degree programmes and to the scrutiny of individual academic qualifications. ANECA's procedures follow a common standard pattern in which submissions or applications are checked and discussed by expert committees. It is likely that centralised formal procedures of this kind will only indirectly have influence on the internal quality assurance processes of universities; however ANECA's processes do implicitly take into account the expectations of ESG Part 1.

With the introduction of the AUDIT and DOCENTIA programmes, ANECA has developed additional procedures with a more institution-level approach, and which focus to a greater extent on quality enhancement. Both programmes seek to focus on the effectiveness of internal quality assurance processes at Spanish universities. The DOCENTIA programme supports the universities in establishing mechanisms for the quality assurance of teaching staff (ESG 1.4) and thus help the university to develop the quality of teaching. The AUDIT programme aims at supporting universities to establish internal quality assurance systems.

Based on the documentation available, the review panel considers that the processes in the AUDIT and DOCENTIA programmes are fit for purpose in testing and challenging institutions' internal quality assurance policies and their procedures. However, AUDIT and DOCENTIA are both voluntary programmes. This means that even though over 70 Universities have participated in one or both of these programmes, ANECA has no means to systematically evaluate the effectiveness of the internal quality assurance systems across the higher education sector in Spain.

The ACREDITA programme, defined as a mandatory ex-post accreditation of degree programmes, might signal a more positive development in this context.. ACREDITA will evaluate the delivery of a study programme within the university and as such can assess the programme within context of the quality assurance system of its university. However the ACREDITA programme is still in development and how this programme will in future take into account ESG Part 1 cannot be judged at this stage.

A particular strength of ANECA's work relating to institutional quality assurance is its commitment to the accreditation of university academic staff through its PEP and ACADEMIA programmes. These two programmes directly support the institutional-level procedures (appointment, staff development, staff appraisal) which are described under ESG Standard 1.4 «Quality assurance of teaching staff». This standard places with institutions the responsibility to ensure that all new academic staff «have at least the minimum necessary level of competence».

The PEP programme provides institutions with the confidence to make appointments on that basis at the first career stage, while ACADEMIA is a more demanding process relating primarily to professorial appointment. Both aim to provide a guarantee of the necessary minimum standard of qualification which can support internal institutional decisions on staff appointment. While noting that such accreditation of academic staff was not often found in national agencies, the review panel found this to be a substantial part of ANECA's work, with a dedicated department and group of staff. The accreditation procedure is carried out through expert committees, so that subject-related academic credentials and performance can be evaluated.

The evidence seen by the panel, which included a meeting with academic staff who had participated in these processes, showed them to be rigorous and professionally managed with a careful consideration of all applications, a coordinating committee to ensure consistency of practice, and an appropriate provision for appeal. Together with the DOCENTIA programmes, these activities demonstrate a valuable contribution to the development and recognition of academic knowledge and skills.

The panel finds that ANECA **substantially complies** with Standard 2.1.

Recommendations

ANECA should further consolidate the AUDIT Programme and should explore ways to ensure the commitment of all Spanish universities to this process.

ANECA should continue with the development of the ACREDITA programme and aim to commence implementation of the programme in the near future.

6.1.2 ESG 2.2 - Development of external quality assurance processes

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

The aims and objectives of the various external quality assurance processes adopted by ANECA have been predefined by law. For the voluntary programmes the objectives and specifications have been defined by the Board of Directors of ANECA. All processes are described in various documents which are published on the website of ANECA.

All programmes go through a review phase conducted by the Advisory Board and the Board of Directors. New programmes include a pilot phase aimed at analysing and studying the adequacy of the model developed. In addition, some programmes go through a meta-evaluation, thus verifying the fitness for purpose of the different programmes.

ANECA does involve external stakeholders in the development of their processes however this involvement is not done systematically. Such involvement takes place mainly indirectly through the contributions of members of the Board of Trustees.

In this regard the panel believes that ANECA could make better use of its Advisory Board. The panel learnt that the Advisory Board is often consulted at a late stage of the development of new processes, thus making it more difficult for it to have a significant impact on policy. Members of the Advisory Board are highly qualified experts. The interview with members of this Board showed that they are committed and motivated to contribute to the aims and objectives of ANECA. The panel would strongly encourage ANECA to strengthen the involvement of such a well-qualified body, by consulting the Board at an earlier stage, by formalising its input and follow-up, and where appropriate by publishing its recommendations and the outcomes from them.

The panel found in the discussions with stakeholder groups that ANECA clearly has a good relationship with universities and is well respected within the sector. On the basis of this existing relationship the panel finds that ANECA should involve its external stakeholders, in particular students, more directly, more systematically and at an earlier stage.

The panel finds that ANECA **substantially complies** with Standard 2.2.

Recommendation:

ANECA should strengthen the systematic involvement of external stakeholders especially students, and at the early stages of any new development.

ANECA should make more formally established and effective use of its Advisory Board.

6.1.3 ESG 2.3 - Criteria for decisions

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

ANECA provides extensive documentation on all of its processes, for all of which explicit, published criteria can be found on the website. The panel formed the view that ANECA is committed to being as transparent as possible about its criteria and processes.

Concerning the consistency of judgements, ANECA has introduced for its programme assessments (VERIFICA, MONITOR) a two-level committee structure. An *assessment committee* undertakes the assessment of the study programmes in a given subject area, and analyses compliance with the criteria. The recommendations of the assessment committees are then reviewed by a *report issuing committee*, which studies the assessment proposals to ensure consistency and coherence and standardises the application of the criteria. The membership of the report issuing committee is composed of the chairpersons and the secretaries of the assessment committees and chaired by the Deputy Director for Evaluation of Programmes and Institutions.

Each committee consists of academic and professional members as well as students. The chairs and secretaries of the committees have a key role; together they prepare the meetings and the secretaries are responsible for the writing of the reports. In the majority of cases, the secretaries of the commissions are ANECA staff, but university academic representatives may also act in that capacity. The panel learnt that committees have a high level of independence in deciding upon their organisation and operation. In those instances where the secretary of the committee is not an ANECA staff member, the committees may have very little formal contact with ANECA. The panel considers that while this independence of the peer review process is in many ways commendable there must a level of risk that ANECA will lack a consistent central overview of the work of the committees. ANECA should be confident that its committees have the necessary guidance, and that ANECA itself receives all the necessary information, to ensure that the evaluation criteria in its programmes are applied consistently and that decisions are coherent.

Notwithstanding this possible concern, in its review of the assessment procedures, the panel found no evidence to suggest that assessment criteria are not applied consistently. The two-committee structure clearly assists in ensuring the consistency of decisions. The panel believed that ANECA staff members also have an important role to play in guaranteeing the consistency of practice across committees. Therefore ANECA should consider the possibility of attendance by its officers at selected meetings of the committees that have no staff member as a secretary.

In the case of the academic staff evaluation, the committees report on the application of the criteria and on their implications in the assessment process. ANECA arranges cross-cutting meetings with the chairpersons of the committees to ensure the consistency of these assessments.

Future appointed experts are trained by ANECA. This training is mandatory and aims at preparing the experts in the proper interpretation and application of the relevant assessment criteria. The panel saw details of the training programmes and discussed the training with appointed experts, and was satisfied that it was well designed, thorough and valuable. The panel commends ANECA for the quality of its training programme for experts.

The panel found that although the criteria for decisions are published, they are not easily found on ANECAs website. ANECA should consider the publication of more explicit documentation that explains the criteria and procedures for decision making in the assessment committees, and which distinguishes clearly between the levels of advising (peer review) and formal decision making (ANECA).

The panel finds that ANECA **substantially complies** with Standard 2.3

Recommendations:

ANECA should provide more detailed guidance for its committees relating to their decision-making processes.

ANECA should have a clear policy on the involvement of ANECA staff in its assessment committees with a view to ensuring consistency of practice.

6.1.4 ESG 2.4 - Process fit for purpose

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

ANECA has developed a systematic group of procedures for the accreditation over time of all Spanish degree programmes. Its three programmes, VERIFICA, MONITOR and the future ACCREDITA together form a phased cycle of programme-level evaluation. This is intended to support the design, initial approval, implementation and final evaluation of study programmes, accompanying them through the process of restructuring to meet the Bologna process requirements. The full cycle is designed to cover a period of around ten years and is not yet completed. Given the workload demands of these three programmes, (see chapter 5.3.3 above, p 11 ff) it can be argued that the design of the procedures is fit for purpose. However, a notable feature of these procedures is the relatively high dependence on paper or web-based assessment of programmes. The Agency's contact with institutions is comparatively limited, and it appears that very few site visits to universities take place. This is perhaps more understandable for the VERIFICA and MONITOR programmes, where the number of visits required would make such an expectation impractical. But it is surprising that site visits are also absent in those programmes which engage with universities at institutional level (AUDIT and DOCENTIA).

Regarding those elements of external processes which the relevant ESG guidelines suggest are worthy of particular consideration, the review panel found the following features in the work of ANECA:

- There is a careful selection and appointment process, and systematic initial training provided for the experts working on the Agency's assessment committees, but the panel found less evidence of any ongoing development support.
- Very few international experts currently participate in ANECA's work or are members of its committees. ANECA pointed to language difficulties as a barrier to such involvement. Nevertheless, the panel believed that the Agency could work more actively to recruit international experts. ANECA could for example draw on its successful and extensive work in international projects and collaborations.
- Students are full members of the Agency's governance bodies, including the Advisory Board, and of its assessment committees relating to the evaluation of study programmes. Students are not included, however, in the membership of those committees working with the evaluation of staff qualifications. ANECA explained that this policy was attributable to the private and personal nature of the evaluations. The panel took a different view, which was that the presence of students on these committees could help to ensure that teaching performance was given consistent and

proper attention in the decision-making. During its meeting with members of the Advisory Board, the panel heard that it had also supported recommendations to include students in the work of these committees.

- It may be open to question whether ANECA's procedures provide sufficiently reliable evidence to support fully the findings and conclusions of its evaluations. Since the basis for decision relies primarily upon descriptive statements provided by institutions, the strength of the evidence is limited and is less substantial than would be the case were site visits, meetings, or interviews included. Such activities would provide for a triangulation and a testing of the written statements and thus offer a more robust evidence base.
- As discussed in more detail below (Standard 3.8. p 30 ff), ANECA's quality assurance procedures do not fit straightforwardly into the «self-evaluation – site visit – draft report – published report – follow-up» model of review, although some of these features are found in some of its processes.
- As currently operating, ANECA's processes at the level of the study programme would appear to be mainly characterised by a concern with approval of programme structures and content, and therefore primarily with confirmation and quality control, rather than supporting improvement and enhancement. Some developmental aspects are present in MONITOR, and these may become stronger with the future introduction of ACREDITA. AUDIT and DOCENTIA are clearly directed at institutional development and change and can be considered to include a greater potential for enhancement. This would be strengthened if a more regular and dynamic dialogue with institutions were in place.

The panel finds that ANECA **partially complies** with Standard 2.4.

Recommendations

ANECA should review its policy relating to the use of international experts within its processes, and seek to strengthen the recruitment of such experts.

ANECA should consider, within the limitations of possible legal constraints, the inclusion of students in the membership of its assessment committees concerned with the accreditation of academic staff.

ANECA should strengthen its dialogue and level of contact with institutions with a view to taking further the aspects of improvement and enhancement in its quality assurance activities.

6.1.5 ESG 2.5 – Reporting

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

ANECA publishes summary reports for all of its programme and institutional level assessments. The reports that are produced in the context of its programmes for the assessment of academic staff are not published due to legal restrictions.

The review panel found that the reports for the VERIFICA and MONITOR programmes are short documents and in the main contain only a brief summary of recommendations. For VERIFICA the majority of the reports consist simply of a confirmation of approval. Some MONITOR reports occasionally contain details of evaluation, but rarely include any evidence. There is no introductory background information relating to the purpose of the review or the criteria used. The panel considered that in judging ANECAs reporting policies one must take into account the relatively narrow and formal purpose of the VERIFICA and MONITOR programmes, and the resultant brevity and descriptive character of the reports. This approach is, to an extent, understandable in view of the volume of work involved. However the nature of the reports significantly limits their value and usefulness to readers. The reports do not provide sufficient information on programmes and institutions to allow stakeholders either to understand the evaluation process or to come to a well-informed view of quality and standards.

For MONITOR, the review panel found that a report was only available for a small number of programmes. ANECA indicated that the reason for this was the relatively recent introduction of the MONITOR programme. The panel noted, however, that the first procedures started in 2011, which should have made an earlier publication possible. Several interviewees also gave the impression that MONITOR was now in its final implementation phase.

With regard to the VERIFICA and MONITOR programmes, ANECA has established a search engine on its website, called «What to study and Where». The intention is that students and other interested parties have access through this portal to reports on programmes, with a view to informing their study choices. The panel found the database to be a functional and effective tool in technical terms. However it was not made clear on the website or through other information that this portal was the main resource for finding reports. Furthermore, the information available remained very limited. For a majority of study programmes a downloadable VERIFICA report was available, but provided information only on programme design and adherence to the Bologna model. A part of the MONITOR evaluation is to consider the quality of information provided to students by the university, and then recommend how this information might be developed to give a better picture of the programme, but the panel found little indication of the effectiveness of this process. The panel found no evidence that ANECA had sought to identify the needs of the intended readership for its website; it understood that there are no plans to gather feedback from students on the usefulness of the database.

Overall the review panel found that ANECA's approach to the publication of reports provides accessible information relating to the conclusions and recommendations of its evaluations, but that this was of only limited value to stakeholders. In the view of panel, published reports should be more specific and contain more information on the criteria, the framework of the procedure, the evidence considered, the considerations of the assessment committees and the reasons for the recommendations.

The panel finds that ANECA **partially complies** with Standard 2.5.

Recommendations:

ANECA should seek to identify more clearly the needs of the intended readership of its reports.

ANECA should evaluate its publication policies with a view to providing more information, and aim to publish reports as soon as they are completed.

ANECA should publish more extensive and comprehensive reports relating to the AUDIT and DOCENTIA programmes.

ANECA should consider publishing reports that contain more information on the criteria, the considerations of the committees and basis for the recommendations.

6.1.6 ESG 2.6 - Follow-up procedures

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

In 2011 ANECA introduced MONITOR as its formal follow-up programme to VERIFICA. ACREDITA is planned to be the follow-up to MONITOR. The three programmes form a cycle starting with the ex-ante accreditation (VERIFICA), then the follow-up (MONITOR) and finally the ex-post accreditation (ACREDITA) of programmes.

In the MONITOR programme the Agency verifies the implementation of the study programme design commitments made in the VERIFICA programme as well as the fulfilment of any recommendations made in the course of the assessment process. The panel learnt that the assessment committees seek to verify these points through a brief submission prepared by the university followed by confirmation carried out through the monitoring of the relevant sections of the university's website. A site visit is not included in the process.

ANECA has published a guide for the MONITOR programme. In this document the information that the programme supervisors must submit for evaluation is listed. One of the aspects mentioned in the guide is the students' evaluation of the programme, drawing on their participation in the internal quality assurance system. The panel could not find any evidence to show whether this aspect had in fact been included and if so how ANECA had used it. The panel considered that to check this evidence ANECA would need to seek the view of the students themselves. But in the published MONITOR Reports, there is no evidence that students or their representatives had in fact been consulted.

Viewed overall, the MONITOR programme can be considered as a predetermined follow-up procedure, which therefore meets the ESG standard in formal terms. But it does not provide for any shorter-term response or action plan from the institution that could lead to development and enhancement. The panel saw no evidence of direct interaction and dialogue with the universities about outcomes and possible developments, following from the ANECA review process. The panel therefore formed the view that MONITOR is more an instrument of quality control than of quality enhancement. In its ongoing development, and particularly with the introduction of the ACREDITA programme, ANECA should consider how further to develop its work in such a way as to establish a deeper level of dialogue with universities, thus supporting the ongoing quality enhancement of institutions' study programmes. Such action would support ANECA's role in providing an added value in the improvement and enhancement of the quality of Higher Education in Spain.

In the case of the AUDIT and DOCENTIA programmes there are several phases in which the Agency assesses the implementation of the quality assurance system and processes. But a formal follow-up procedure has not yet been introduced.

The ANECA programmes concerned with the evaluation of academic staff are based on a single application procedure and therefore do not include a follow-up process. Where there is a negative evaluation, however, candidates do receive recommendations from the assessment committees regarding those areas of their submission that they should seek to strengthen before making a further application.

The panel finds that ANECA **substantially complies** with Standard 2.6.

Recommendation:

ANECA should establish a more active dialogue with the universities on the outcomes of its assessments and their contribution to the development of study programmes.

6.1.7 ESG 2.7 - Periodic reviews

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

It is clear that ANECA undertakes its activities relating to the accreditation of study programmes on a periodic basis. The expected periodic intervals are clearly defined under the law, and are published. In the case of the accreditation of study programmes (VERIFICA, MONITOR and ACREDITA) the Spanish law requires a follow-up one year after the initial accreditation (MONITOR) and the final accreditation of the programmes after 6 years for bachelor degrees and 4 years for master degrees (ACREDITA).

In case of the institutional-level approach (AUDIT and DOCENTIA) a cyclical assessment system following the initial certification is planned.

In the programmes addressing the assessment of academic staff (PEP, ACADEMIA) evaluations are not undertaken on a cyclical basis but are carried out on request. The expectation of a cyclical pattern is not appropriate here.

The only uncertainty for the panel regarding periodic review is that it has not yet been decided what form, if any, a periodic review will take following the successful completion of final accreditation of a study programme by the ACREDITA procedure. This was because its design was not yet completed and thus not available to the panel.

ANECA **fully complies** with Standard 2.7.

6.1.8 ESG 2.8 - System-wide analysis

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

In its self-evaluation report ANECA identified its annual activities report submitted to the Ministry and the University Council as the vehicle which provides a system-wide analysis of its activities. Apart from these annual reports, that are required by law, there are also reports

on the current state of external quality assurance in Spanish universities. These reports are established in collaboration with the regional agencies and can be described as a summary report of the activities of all the agencies in Spain. ANECA also produces so called «technical reports» - which analyse the outcomes of assessments of programmes in a specific field, and internal meta-evaluation reports. All of these reports are predominantly descriptive in nature, outlining activities undertaken.

Although these reports do include an element of analysis, in general they do not correspond to the expectations of system-wide analysis as described in the guideline to this standard. Most importantly none of these reports provide information or evaluation relating to the findings and the impact of ANECAs work. The panel understood that ANECA has available all the information it needs for a more structured analysis across its programmes. The establishment and publication of more analytical reports would provide useful information about cross-sector developments and areas of difficulty, and as such can become a very important instrument for the quality enhancement work of the Agency as well as that in Higher Education Institutions.

The panel finds that ANECA **partially complies** with Standard 2.8.

Recommendation:

Drawing on its programmes and their outcomes, ANECA should work to develop and publish system-wide analyses carefully selected according to explicit criteria.

Summary

The above paragraphs include a number of observations and recommendations with three cases of partial compliance. Regarding the standards of section 2, the panel comes to the conclusion that overall ANECA **substantially complies** with standard 3.1.

6.2 ESG 3.2 - Official Status

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

The organic law 6/2001 of 21 December on universities (LOU) states that ensuring quality assurance in Spanish universities, at both national and international scale, is a key goal of university policy.

Article 32 of this law authorised the constitution of the National Agency of Quality Assessment and Accreditation. This body, ANECA, was established and came into effect on 19 July 2002. The 2001 law on universities is the main framework for the recognition of ANECA's official status as the national Agency for quality assessment and accreditation. ANECA was established as a public sector foundation subject to the public sector foundation law.

In 2007 the Spanish parliament passed an amendment to the organic law on universities – law 4/2007 of 12 April (LOMLOU). This amendment elaborated the methodology to be applied in ANECA's programmes, and also transformed its legal status from an institution

that is subject to private law to a public state Agency subject to the provisions of the law on state agencies for the improvement of public services. However following this amendment the transformation of the legal status of ANECA has not been implemented as of yet. ANECA therefore remains at present is a public sector foundation subject to the public sector foundation law.

It was therefore evident to the review panel that ANECA operates on a clear legal basis and is recognised by the responsible public authorities.

The panel finds that ANECA **fully complies** with Standard 3.2.

6.3 ESG 3.3 - Activities

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

As noted above, ANECA operates through eight programmes which constitute external quality assurance activity. Some of these activities have only recently commenced operation (e.g. the MONITOR Programme) while others have been active since the Agency's foundation in 2002 (e.g the PEP Programme). One of the key programmes is still in development and has not yet been introduced (see also chapter 5.3.3, p 11).

Active programmes:

- | | |
|------------|--|
| – VERIFICA | Accreditation ex-ante of programmes |
| – MONITOR | Follow-up on accreditation of programmes |
| – MENCION | Certification of the excellence of doctoral studies |
| – PEP | Assessment of non-civil-servant academic staff |
| – ACADEMIA | Assessment of civil-servant academic staff |
| – AUDIT | Certification of the internal quality assurance system |
| – DOCENTIA | Certification of the quality of teaching |

Programme in development:

- | | |
|------------|-------------------------------------|
| – ACREDITA | Ex-post accreditation of programmes |
|------------|-------------------------------------|

Due to the development of national policies in quality assurance the range of activities has fundamentally changed since the last ENQA review in 2007. In particular, the introduction of the VERIFICA programme in 2008 was a major change in the activities of ANECA.

The review panel was therefore able to confirm that ANECA undertakes a wide range of activities on a regular basis. Evidence for this was further provided by the overview given in the self-evaluation report of the significant number of assessments that have been conducted since 2007⁶.

⁶ Self-evaluation report, p. 20.

The panel finds that ANECA **fully complies** with Standard 3.3.

6.4 ESG 3.4 - Resources

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

ANECA receives its annual funding from the Ministry of Education, Culture and Sport. Additional income is generated through participation in international projects and through special assessments that are conducted on request from institutions. The budget is approved by the Board of Trustees, and ANECA can independently assign its budget to the different activities

The review panel particularly noted that due to the economic situation in Spain the Agency's budget has been reduced by approximately 30% since 2008. ANECA has implemented a cost reduction plan which aims at safeguarding the quality of its core business.

Since 2008 the number of staff has gradually increased. Currently, ANECA has 88 members of staff. The members of staff fall broadly into the categories of administrative staff, technical staff and heads of units.

The review panel was impressed by the professionalism, the competency and the commitment of all members of staff. It was clear to the panel that there is a good working atmosphere within ANECA. However, the panel learnt that in the past year 18 training sessions for staff were cancelled due to budgetary constraints. While recognising the difficulty of the situation, the panel encourages ANECA to give attention to the continuing development of its staff.

The panel also learnt that ANECA does not conduct regular performance appraisals at the moment. In Spain such an appraisal typically has a direct consequence with regard to salary. As changes to staff pay levels are not possible at the present time, the appraisals have been suspended. The panel would nevertheless advise ANECA to consider reintroducing some form of developmental appraisal which could serve to motivate and support its staff in their performance. ANECA needs to address the challenges of its financial position in a strategic manner and should evaluate its processes carefully with regard to their effectiveness and efficiency, perhaps in particular with regard to the relationship between the separate programmes.

Overall the panel formed the view that the financial and human resources for the activities of ANECA at the present time are adequate to fulfil the purposes and functions set out in its founding law. However ANECA needs to address the current budgetary constraints strategically and establish priorities also with regard to the development of new processes and procedures.

ANECA **fully complies** with Standard 3.4.

Recommendations:

ANECA should consider reintroducing some form of developmental appraisal in order to motivate and support its staff in their performance.

ANECA needs to address the current budgetary constraints strategically and establish priorities with regard to the development of new processes and procedures.

6.5 ESG 3.5 - Mission statement

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

ANECA has published its mission statement on its website.

ANECA's mission is to:

«provide external quality assurance for the Higher Education System and to contribute to its constant improvement.

The fulfilment of this mission is structured into the following functions:

- To strengthen the enhancement of teaching, research and University Management activities.
- To contribute to the performance appraisal of Higher Education according to objective procedures and transparent processes.
- To provide to the Public Administrations with appropriate information for the decision-making.
- To keep the society informed about target achievement of Universities in their activities.»

Mission statements are generally defined as brief statements that explain an organisation's core values, aims and purposes. The panel considers that the mission statement is limited in this respect, focusing as it does primarily on ANECA's duties and functions rather than on its values and purposes. The panel observed that although ANECA has a significant commitment to its international work, this aim is not included in the mission statement.

The panel could not find evidence that the mission statement was translated into clearly defined policy or a strategic plan. In discussions, the panel learnt that the annual action plan was considered to constitute the Agency's strategic plan. The panel considers that ANECA should develop from its mission a more explicit medium term strategic plan, which should a risk assessment, and from which the action plan is then derived. The findings of the internal quality assurance processes of the Agency should provide contributory information in this planning process, relating to the evaluation of organisational performance. The introduction of more well-established strategic planning is now even more important, given the Agency's current financial situation.

ANECA **substantially complies** with standard 3.5.

Recommendations:

ANECA should develop a clear medium term strategic plan deriving from its mission statement; this should include a risk analysis, and form the basis for the annual action plan.

6.6 ESG 3.6 - Independence

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

In view of the previous interest in this standard expressed in correspondence between the ENQA Board and ANECA (see chapter 3, p 5, and below), the review panel gave it particularly careful attention.

ANECA's independence is formally recognised in law. Article 32.2 of the organic law 4/2007 states that ANECA «shall develop its activity in accordance with the principles of technical and scientific competence, legality and legal certainty, independence and transparency, on the basis of standard performance criteria governing these institutions in the international arena.» This is reflected further in Article 7 of ANECA's statutes: «In order to attain its aims, the Foundation shall carry out its activities independently, transparently and objectively, and ensure and promote the participation of the Spanish and international university community.»

The governing and representative body of ANECA is the Board of Trustees. The composition of the Board of Trustees and the procedures for the appointment of its members are defined in ANECA's statutes (see also chapter 5.3.3, p 11). According to the law and the statutes the tasks of the Board are to govern and represent ANECA and to approve management plans, a budget and periodic programmes for the Agency's development. A further key task of the Board is the appointment of the Director of ANECA.

In the 2007 ENQA review, concerns were expressed regarding the structure of the Board of trustees. The ENQA report then stated: *«The panel is convinced that with the current membership of the Board of trustees ANECA enjoys autonomous responsibility for its operation and there is no third party interference in its report. There is no mechanism, however, in ANECA's statutes to ensure that the Board of trustees does not become overly involved in the Agency's operations. (...) A large number of members of the Board of trustees are from the Ministry. There is a risk that the autonomous responsibility of ANECA can be challenged as ANECA is considered to be a tool for the Ministry to implement the necessary political initiatives in the field of quality assurance.»*⁷

The 2007 panel consequently made the recommendation that *«a Chair of the Board of trustees independent of the Ministry (...) would ensure that an indisputable level of autonomous responsibility is provided»*.

In 2008 ANECA made a progress report to ENQA to demonstrate how the recommendations of the 2007 review had been implemented. The Board of ENQA took note of the report and came to the conclusion that progress could still be made with regard to the structure and membership of the Board of Trustees.⁸

⁷ Report of the panel on the ENQA coordinated review of ANECA, June 2007, p. 30.

⁸ Letter of the President of the Board of ENQA, 8 December 2009.

The current ENQA review panel therefore asked the ANECA Board of Directors to explain further how the recommendations of the 2007 report have been implemented and the nature of the Agency's response to the 2009 letter from the ENQA Board. The Agency responded in a document tabled during the site visit: «Note on the Independent Standard, September 2012». In this, ANECA makes a distinction between «external» and «internal» independence. «External» independence refers to the composition of main bodies and organs, while «internal» independence refers to the decisions and judgements made by the various committees and experts operating in the context of ANECA. In both cases it is defined as independence from the government and/or other agents (e.g. HEIs, autonomous governments).

External independence

With regard to external independence, the 2012 note offers a new argument in principle related to the legal tradition in Spain which establishes that the public organisations funded by the governments (at national or regional level) should contain government representatives in their bodies. As stated in the Note, *«this representation could also be considered from a strict accountability viewpoint for an Agency which spends public money.»* Further on, ANECA offers three additional arguments which relate to the strengthening of its external independence. These are all concerned with a revision of the statutes introduced by the Board of Trustees at its meeting on May 2011. The first point refers to the new balance in the Board of Trustees, decreasing the percentage of the governmental representatives. The second explains that the representatives of the various stakeholders have now to be selected and nominated by the respective representation bodies, rather than directly appointed by the Minister. The third point made refers to the empowerment of the role and presence of students in the Board of Trustees and in the Advisory Board.

Regarding the nomination by stakeholder bodies, the review panel noted, however, that the representatives of the stakeholders are nominated or proposed to the Minister for approval by four bodies. Three of these bodies are chaired by the Minister, namely the University Council, the General Conference of University Policy and the National University Students' Council are chaired by the Minister. According to ANECA, the fact that the Minister chairs all these bodies is again a formal task which does not mean that the Minister can influence the decisions of those bodies in making nominations. While the review panel accepted that the Chair and the other ministry-appointed representatives in these three bodies might have relatively little voting power over decisions or appointments, the question remains of the approach that might be taken in a case of disagreement or split vote.

ANECA argues that the representatives of the various stakeholders are no longer subject to approval by the Minister. However, the panel in pursuing its enquiry noted that according to the statutes of ANECA (Article 9.3 and Article 9.4 of the statutes) it remains the case that the Minister is responsible for the appointment of the majority of the members of the Board. Both the ENQA Report 2007 and the letter of the board of ENQA 2009 raise as an issue for careful consideration the fact that the Board of Trustees is chaired by the Minister. The review panel noted that this remains the position in 2012, despite the comments made by ENQA in the past.

In the meetings with representatives of the Ministry and ANECA, it was further explained to the review panel that the appointment of all members of the Board of Trustees by the

Minister is a normally required in the Spanish context to order establish the legal status of the composition of the Board. The panel also heard that the nominations and proposals made from other bodies or organisations are binding upon the Minister. The panel found this explanation to be a helpful one which in part satisfied the concerns of ENQA. The panel nevertheless considers that in order to respond to the expectations of the ENQA Board, such procedures would require a more formal expression, for example by inclusion in the statutes of ANECA.

In considering the overall matter of the level of independence of the Board, the review panel acknowledged those amendments to the statutes which had been made in 2011, especially the new arrangements for the appointment of students and external stakeholders (cf. chapter 5.3.3, p 10). Nevertheless, the review panel was not able to find significant changes regarding the question of independence from possible political influence: the panel found that the Minister remains as Chair, and the Minister continues to have a role, directly or indirectly, in the appointment of many of the members of the Board. Thus the structure of the governance of ANECA remains an area of possible concern. The panel recognises the existing legal constraints that affect ANECA, and it also acknowledges the developments that have been made in the past five years – most importantly through the revision of the statutes in 2011. This provides some indication of progress towards a more independent Board of Trustees.

Internal independence

Regarding the question of the internal independence of ANECA the panel is confident that the various committees and experts operating in the context of ANECA are independent in their work. The way in which the various committees and experts are selected and operate fulfils the requirements of independence since it is based on the competence of judging bodies and individuals and on the principles, standards and guidelines provided by the ESG.

The major responsibility for the final approval of formal decisions and judgements recommended by ANECA's assessment committees lies with the University Council (which is chaired by the Minister), however it does not seem likely that the decision taken by ANECA's committees or the judgements made by the experts would be changed in the University Council. As far as the review panel could establish, no such case had thus far been reported. The safeguarding in this area is further strengthened by the appeal procedures and by the code of ethics for experts (addressing self-evidently the question of conflict of interest).

The panel understood that ANECA is committed to its independence in general and the independence of its operations in particular. Most importantly the panel is convinced that the results of the Agency's assessments cannot be influenced by third parties. The panel found no evidence of any kind of political influence on the assessments in general or on the decisions of assessment committees. However the panel shares the concerns of the ENQA review panel of the 2007 review and strongly supports their recommendation that a Chair of the Board of Trustees who is independent from the Ministry of Education, Culture and Sport would ensure that an indisputable level of autonomous responsibility is provided for.

The panel comes to the conclusion that while there must remain some reservations about the level of independence of the overall structure of governance in ANECA, the Agency can

show that it acts independently at an operational level, and the decisions that result from its assessments are not influenced by third parties.

ANECA **substantially complies** with Standard 3.6.

Recommendations:

ANECA should reconsider the composition of the Board of Trustees with regard to ensuring both an appropriate level of independence and the representation of all stakeholders.

It is again recommended that the appointment of a Chair of the Board of Trustees independent of the Ministry would support the expected level of autonomous responsibility.

ANECA should ensure that the student representatives in the Board of Trustees are appointed by a representative body that has no formal or de facto external political involvement.

ESG 3.7 - External quality assurance criteria and processes used by the agencies

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

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

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

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

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

ANECA has in place pre-defined procedures for its programmes of quality assurance which are clearly laid out and explained within its agency web-pages.

The panel considered each of the seven programmes of external quality assurance currently operated by ANECA and evaluated them against this standard. It found different patterns and levels of compliance for different programmes, so that the overall picture is a complicated one. However, a general finding is that there is not a straightforward fit between the approaches currently adopted by ANECA and the expectations of the ESG. ANECA's main business since 2007 has been to oversee and monitor the introduction of the Bologna cycle process within the study programmes of Spanish universities. This has entailed a volume of quality assurance work which would be very difficult, if not impossible, to manage effectively using the model of external quality assurance which is outlined in this standard. Therefore the core work in degree programme approval and accreditation (through the Agency's VERIFICA and MONITOR programmes) has been carried out through a paper-based checking of information made available by universities. Accordingly within ANECA's procedures there is no self-evaluation submission, no specifically convened review panel of external experts, and no site-visit. While ANECA does publish reports on the outcomes of the processes, they are very brief and not comparable with those conventionally published

by other agencies (see above Standard 2.5, p 18). It is possible that the ACREDITA programme, when introduced, will include more elements of the ESG model.

The review panel found that the two voluntary, institutional-level programmes operated by ANECA (DOCENTIA and AUDIT) do include procedures which are closer to the ESG standard, and in particular they involve an institutional submission which is considered by an expert committee. However, a judgement on these programmes is complicated by the high level of collaboration with the regional agencies, who share competence for managing these institutional reviews. Thus, for instance, while ANECA does not itself carry out site visits for these programmes, there may be a closer interaction between the regional agencies and the local universities.

Finally it is clearly difficult, and probably not appropriate, to relate the expectations of this standard to the two ANECA programmes concerned with the accreditation of academic staff. The model of assurance outlined in the ESG is not intended to apply to such procedures, which are concerned with individual application and assessment.

The conclusions of the review panel with regard to this standard are: predefined and published procedures are well-established; ANECA's quality assurance programmes are in many respects fit for purpose, but by virtue of their the variety and different aims they do not fit easily into the model expected by the ESG standard; there is level of compliance with that model in some, but not all, of the work carried out by ANECA.

ANECA partially complies with standard 3.7.

Recommendations:

In general, wherever relevant and appropriate, ANECA should work to align its programmes and procedures more closely with the model outlined in this standard

In developing the procedure for ACREDITA, ANECA should consider the inclusion of a self-evaluation and site visit element.

6.7 ESG 3.8 - Accountability

Agencies should have in place procedures for their own accountability.

In response to the recommendations of the 2007 Review ANECA has modified its internal quality assurance system and produced a revised quality policy. The internal quality assurance system now follows a decentralised model. The underlying rationale and aim of this new arrangement is to involve the staff within the separate programme units as directly as possible. Each of its separate departments has identified a lead member responsible for quality, whose functions are to seek solutions to any problems identified in their respective areas, and thus to improve the assessment process. There is selective reporting outside of those immediately concerned and there are some discussions between those responsible for internal quality assurance within each group. But the panel saw no evidence of any systematic exchange of information between the different departments.

The review panel found that such a structure works well up to a certain point. Interviews with stakeholders indicated that the individual sections within the Agency are carrying out their respective tasks to general satisfaction. But it was also evident to the panel that the internal

units generally work relatively independently without crossing their own boundaries. It appeared that the units are primarily preoccupied with performing their specific tasks, without significant input from the Agency as a whole.

Therefore the review panel was able to confirm that internal quality assurance mechanisms are in place but it found that these differ in range and practice between the units, and that outcomes are not shared in a structural way. A formalised exchange of good practice across the Agency does not seem to exist, nor does there seem to be other forms of regular co-operation between the units. As such the internal quality assurance of the Agency appears to be rather too fragmented.

The panel therefore has some concern about the lack of any approach to quality management which extends across the Agency as a whole and serves to inform strategic direction. A broader and more integrative approach to quality assurance is needed in order to underpin good management. As pointed out above, the Agency would benefit from a stronger level of strategic planning and risk analysis given the current financial situation, and in doing so it should incorporate quality management (cf. Standard 3.5, p 24).

The Agency conducts surveys of those undertaking reviews (its expert assessors) and those who have been reviewed (the universities). The information gathered in these surveys is then reviewed in the context of each programme through the devolved approach to internal quality assurance. Wider stakeholder views are also gathered, but there was no evidence of any systematic co-ordination of an evaluation of outcomes and or of how there was a «closing the loop» in terms of the information derived from surveys directly influencing ANECA's approaches and actions.

The review panel considered that stakeholders, especially students, need to be more involved in the quality improvement and the development the Agency's programmes. During the various sessions with the panel, stakeholders showed a great interest in ANECA's work and processes and it became clear to the panel that ANECA is a trusted and esteemed partner for them. Clearly, their input is most valuable and could be used to a greater extent by the Agency.

ANECA substantially complies with Standard 3.8.

Recommendation:

ANECA should consider the introduction of a cross-agency process for the management of its internal quality assurance, and encourage a greater exchange of good practice across the Agency.

ANECA should consider including external stakeholders more directly in the internal evaluation and quality improvement activity of the Agency.

6.8 Miscellaneous

- (i) The agency pays careful attention to its declared principles at all times,
- (ii) and ensures both that its requirements and processes are managed professionally and that its judgements and decisions are reached in a consistent manner, even if the judgments are formed by different groups. If the agency makes formal quality assurance decisions, or conclusions which have formal consequences, it should have an appeals procedure. The

nature and form of the appeals procedure should be determined in the light of the constitution of the agency.

(iii) The agency is willing to contribute actively to the aims of ENQA.

Analysis of expectations (i) and (ii) above is contained within various sections of this report. In particular chapter 5.3 (p 8) and chapter 6.1 (p 13) of this report describe and analyse in detail the principles and processes of ANECA.

In 2012 ANECA has unified its complaints and appeal committees from the different programmes into the Committee of Guarantees and Programmes. This Committee is responsible for all appeals and claims relating to programme evaluation and to the assessment of non-civil servant academic staff positions (PEP). The ACADEMIA Programme has its own appeals system which includes eleven subject specific appeals committees. The review panel was therefore able to confirm that all of ANECA's programmes that have formal consequences include predetermined appeals mechanisms.

With regard to bullet (ii) it is evident from the SER and the interviews with staff that ANECA is actively engaged in international activities, and regularly attends ENQA conferences and workshops. ANECA is represented in the ENQA Board through one of its staff members and actively participates in various European projects.

The panel finds that ANECA is clearly committed to quality assurance as an ongoing undertaking and a responsibility toward its stakeholders and is actively contributing to the aims of ENQA.

ANECA fully complies with ENQA criterion 8.

7 Conclusion

The review panel fully recognises the quantity and the quality of the work that ANECA has carried out in the past five years. The Agency has had to deal with a significant number of changes in its activities, with major new areas of responsibility and it has adapted to these changes with admirable professionalism. The panel is confident that ANECA will face the challenges ahead with the same level of professionalism and commitment.

The review panel judged that, in order to comply fully with the ESG, ANECA needs to implement a number of changes in its procedures and structures. In the current very difficult economic situation it is vital for the Agency to translate its mission into a clear strategic plan and a risk analysis. ANECA needs to establish a more formal basis for consultation with its stakeholders, most importantly with the student constituency. Such consultation and review should address in particular its approach to the publication of reports and include an evaluation of the overall impact of its work. As a matter of priority, further reflection and discussion about the membership structure of the Board of Trustees is needed. The panel is aware that legal constrictions might limit the possibilities for change for ANECA in this area but would encourage the Agency actively to seek this discussion with the relevant stakeholders, most importantly with the Ministry for Education, Culture and Sport.

In the light of the documentary and oral evidence considered by it, the review panel concludes that, in the performance of its functions, ANECA is not currently fully compliant with the ENQA Membership Provisions. The Agency is, nonetheless, in the judgement of the review panel, sufficiently compliant to justify full membership of ENQA.

The most important standards where full compliance has not been achieved are:

ESG 2.5 – Reporting

ESG 2.8 – System-wide analysis

ESG 3.6 – Independence

ANECA is recommended to take appropriate action at the earliest opportunity, so far as it is legally empowered to do so, to achieve full compliance with these standards..

External review of the National Agency for Quality Assessment and Accreditation of Spain (ANECA) by the European Association for Quality Assurance in Higher Education (ENQA)

Annex I: TERMS OF REFERENCE

January 2012

1. Background and Context

The National Agency for Quality Assessment and Accreditation of Spain, ANECA, is a Foundation whose aim is to provide external quality assurance for the Spanish Higher Education System and to contribute to its constant improvement.

ANECA has developed several Programmes (for the evaluation of institution and programmes, as well as academic staff) in order to perform its activities (evaluation, certification and accreditation), with the purpose of integrating the Spanish system into the European Higher Education Area (EHEA).

ANECA was reconfirmed Full membership of ENQA on 20 September 2007, as a result of a review coordinated by ENQA.

2. Purpose and Scope of the Evaluation

This is a type B review, as defined in the *Guidelines for external reviews of quality assurance agencies in the European Higher Education Area*. It will evaluate the way in which and to what extent ANECA fulfils the criteria for the ENQA membership and thus the *Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)*. Consequently, the review will also provide information to the ENQA Board to aid its consideration of whether ANECA should be reconfirmed Full Member of ENQA. The review panel is not expected, however, to make any judgements as regards granting ANECA Full Membership in ENQA.

In addition to analysing ANECA compliance with the ENQA membership criteria, and thus with the ESG, the review aims to assess ANECA's evaluation of academic staff.

3. The Review Process

The process is designed in the light of the *Guidelines for external reviews of quality assurance agencies in the European Higher Education Area*.

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-evaluation by ANECA including the preparation of a self-evaluation report;

- A site visit by the review panel to ANECA;
- Preparation and completion of the final evaluation report by the review panel;
- Scrutiny of the final evaluation report by the Review Committee of the ENQA Board;
- 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.

3.1 Nomination and appointment of the review team members

The review panel consists of five members: Four external reviewers (one or two quality assurance experts, representative(s) of higher education institutions, student member) and a review secretary. Three of the reviewers (including the review secretary) are nominated by the ENQA Board on the basis of proposals submitted to ENQA by the national agencies, and are drawn from senior serving members of Board/Council or staff of ENQA member agencies. The fourth external reviewer is drawn from a nomination provided by the European University Association (EUA). The nomination of the student member is asked from the European Students' Union (ESU). One of the panel members serves as the chair of the review.

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

ENQA will provide ANECA with the list of suggested experts with their respective curricula 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 the ANECA review.

3.2 Self-evaluation by ANECA, including the preparation of a self-evaluation report

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

- Self-evaluation is organised as a project with a clearly defined schedule and includes all relevant internal and external stakeholders;
- The self-evaluation report is broken down by the topics of the evaluation: background description of the current situation of the Agency; analysis and appraisal of the current situation; proposals for improvement and measures already planned; a summary of perceived strengths and weaknesses;
- The report is well-structured, concise and comprehensively prepared. It clearly demonstrates the extent to which ANECA fulfils its tasks of external quality assurance and meets the criteria for the ENQA membership and thus the ESG. The report is submitted to the review panel a minimum of four weeks prior to the site visit.

3.3 A Site Visit by the Review Panel

ANECA will draw up a draft proposal of schedule of the site visit to be submitted to the review panel at least three 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 days. The approved schedule shall be given to ANECA at least two months before the dates of the visit, in order to properly organise the requested interviews.

The review panel will be assisted by ANECA in arriving to Madrid, Spain.

Where appropriate, the site visit will close with an oral presentation and discussion of the major issues of the evaluation between the review panel and ANECA.

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 article 2. It will also provide a clear rationale for its findings with regards to each ENQA membership criteria. A draft will be submitted for comment to ANECA within two months of the site visit for comment on factual accuracy. If ANECA 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 ANECA, finalise the document and submit it to ANECA and ENQA.

The report is to be finalised within three months of the site visit and will not exceed 40 pages in length.

4. Follow-up Process and Publication of the Report

ANECA will consider the expert panel's report and inform ENQA of its plans to implement any recommendations contained in the report. Subsequent to the discussion of the evaluation results and any planned implementation measures with ENQA, the review report and the follow-up plans agreed upon will be published on the ANECA website.

5. Budget

5.1 ANECA shall pay the following review related fees:

- Chair: 5,000 EUR
- Review secretary: 5,000 EUR
- Other panel members (3,000 EUR for each of the three panel members): 9,000 EUR
- Administrative overhead for ENQA Secretariat: 5,000 EUR
- Travel and subsistence expenses (approximate): 6,000 EUR

This gives a total indicative cost of 30,000 EUR for a review team of 5 members. In the case that the allowance for travel and subsistence expenses is exceeded, ANECA 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 ANECA if the travel and subsistence expenses go under budget.

6. Indicative Schedule of the Review

The evaluation is scheduled according to the following planning:

ANECA begins self-evaluation	September 2011
Agreement on terms of reference and protocol for review	January 2012
Appointment of review panel members	February 2012
ANECA self-evaluation completed	April 2012
Preparation of site visit schedule and indicative timetable	May 2012
Briefing of review panel members	June 2012
Review panel site visit	September 2012
Draft of evaluation report to ANECA	November 2012
Statement of ANECA to review panel if necessary	November 2012
Submission of final report to ANECA and ENQA	December 2012
Consideration of the report by ENQA and response of ANECA	December 2012
Publication of report and implementation plan	January 2013

General comments

- During the site-visit, in order to make more clear the identification of the people interviewed by the panel, an identity label must be located on the table (same goes for panel members).
- After each session there should be a 15 minute break for the panel members to discuss their findings

Principles for the interview sessions

- No interview group should be composed of more than 6 people unless it has been agreed differently or for justified reasons.
- While recognizing that some people may have more than one area of responsibility, it is preferable that the Panel meets people no more than once. The Panel can decide to make an exception to this fact.
- Review panel sessions include panel members only.
- The Panel should never split in different interview sessions.

Sunday 9 September 2012

Review panel members arrival in Madrid.

Hotel: Holiday Inn
Plaza Carlos Trias Beltrán 4

28020 Madrid

<http://www.holidayinn.com/hotels/us/es/madrid/tojsp/hoteldetail>

Site-visit programme for external review of ANECA

Reservation made by ANECA.

	16.30	Preparatory meeting / Meeting Room in Hotel
	From 20.30	Dinner at Hotel

Day 1: Monday 10 September 2012

Session	Time	Group	
	8.30	<p>Review panel and Observer arrival at ANECA premises:</p> <p>C/ Orense nº 11 7ª planta 28020 MADRID</p> <p>(welcome by ANECA)</p>	<ul style="list-style-type: none"> • Peter Findlay, <i>Quality Assurance Agency for Higher Education (QAA), UK</i> – CHAIR • Stephanie Maurer, <i>Swiss Center of Accreditation and Quality Assurance in Higher Education (OAQ)</i> – SECRETARY • Michèle Wera, <i>Accreditation Organisation of the Netherlands and Flanders (NVAO)</i> • Dionyssis Kladis, <i>Professor at the University of the Peloponnese, Greece</i> – European University Association nomination • Olav Øye, <i>student at the Free University of Brussels (ULB)</i> – European Students' Union nomination - Observer: Abdullah Al Musalam, <i>Representative of the ANQAHE Network and General Secretary of NCAAA, Saudi Arabia</i>
	8.30 – 9.30	Review panel preparatory meeting	
Break (coffee served)			

Site-visit programme for external review of ANECA

S1	9.30 – 10.30	Board of Directors	<ul style="list-style-type: none"> Rafael Van Grieken (<i>Director</i>) José Luis Castillo (<i>Deputy Director of Academic staff Evaluation Unit</i>) Laureano González (<i>Deputy Director of Institutional and Programme Evaluation Unit</i>) Ana Hidalgo (<i>General Coordinator</i>)
Break (15 min.)			
S2	10.45 – 11.30	Board of Trustees	<ul style="list-style-type: none"> Montserrat Gomendio Kindelan (<i>Secretary of State for Education, Professional Training and Universities. On behalf of the President of the Board of Trustees</i>) Segundo Píriz Durán (<i>Rector of Universidad de Extremadura. On behalf of the Rector of Universidad de Málaga</i>) Francisco Tomás Vert (<i>Professor of Physics, Universidad de Valencia</i>) María Jose Romero Aceituno (<i>Member of the National University Students' Council</i>)
Break (15 min.)			

Site-visit programme for external review of ANECA

S3	11.45 -12.45	University Council and Rectors' Conference	<ul style="list-style-type: none"> • María Amparo Camarero Olivas (<i>Secretary of the University Council and General Secretary for Universities</i>) • María del Rosario Sáez Yuguero (<i>Rector of Universidad Católica de Ávila</i>) • Sara Gómez (<i>Vice-rector Universidad Politécnica de Madrid. On behalf of the Rector of Universidad Politécnica de Madrid</i>) • Antonio Ramírez de Arellano López (<i>Rector of Universidad de Sevilla</i>)
Break (15 min.)			
	13.00 – 14.00	Review panel lunch ANECA premises	
S4	14.00 -14.45	ENQA Review Committee / International Unit	<ul style="list-style-type: none"> • Anabel Bonilla (<i>ENQA Review Committee</i>) • Esther Balboa (<i>ENQA Review Committee</i>) • Vanessa Duclos (<i>ENQA Review Committee, officer Institutional and International Relations Unit</i>) • Rafael Llavori (<i>Head of Unit - Institutional and International Relations Unit</i>)
Break (15 min.)			

Site-visit programme for external review of ANECA

S5	15.00 – 16.20	Staff involved in programmes Evaluations , AUDIT Programme and DOCENTIA Programme	<ul style="list-style-type: none"> • Cecilia de la Rosa (<i>Head of unit - Institutional and Programme Evaluation Unit</i>) • Eva Díaz (<i>Project Manager - Institutional and Programme Evaluation Unit</i>) • Bernat Ferrer (<i>Project Manager - Institutional and Programme Evaluation Unit</i>) • José Antonio Pérez (<i>Officer - Institutional and Programme Evaluation Unit</i>) • Juan José Sobrino (<i>Officer - Institutional and Programme Evaluation Unit</i>) • Enrique Vicario (<i>Project Manager - Institutional and Programme Evaluation Unit</i>)
Break (15 min.)			
S6	16.35 – 17.15	Staff involved with ACADEMIA and PEP	<ul style="list-style-type: none"> • María Cristina Amo (<i>Officer - Academic Staff Evaluation Unit</i>) • María José Herrera (<i>Administrative staff - Teaching Staff Evaluation Unit</i>) • Alicia Ron (<i>Head of unit - Academic Staff Evaluation Unit</i>) • María Teresa Sánchez (<i>Officer - Academic Staff Evaluation Unit</i>) • María Sopesens (<i>Officer - Academic Staff Evaluation Unit</i>) • Carmen Torres (<i>Officer- Academic Staff Evaluation Unit</i>)
Break (15 min.)			

Site-visit programme for external review of ANECA

S7	17.30 – 18.30	Students Representatives / Students' Union (CREUP)	<ul style="list-style-type: none"> • Cristina Pastor (<i>General Secretary of the Spanish Students Union</i>) • Fernando Galán (<i>Spanish Students Union and ESU Representative</i>) • Jorge Moreno Herrero (<i>Spanish Students Union Representative</i>) • José Miguel Peñas (<i>Spanish Students Union Executive Committee</i>)
	18.30 – 19.00	Panel meeting / Review of the day	
	20.30	Review panel dinner Restaurant :	

Day 2: Tuesday 11 September

Session	Time	Group	
	8.30 – 9.00	Review Panel Preparatory Meeting	
S8	9.00 – 10.00	Experts programmes evaluations and AUDIT Programme	<ul style="list-style-type: none"> • José Manuel Bayod (<i>Chair of the Bachelor Degree of Science Committee, Professor</i>) • Juan Luis Ordiales (<i>Chair of the Master of Engineering and Architecture Committee, Professor</i>) • Celestino Suárez (<i>Member of the Master of Social and Legal Sciences Committee, Professor</i>) • Elena Morán López (<i>Professional member of the Bachelor Degree of humanities Committee</i>) • Natalia Lobato (<i>Student member of the Bachelor Degree of Humanities Committee</i>) • Yolanda Ortega (<i>Professional member of the AUDIT Committee</i>)
Break (15 min.)			

Site-visit programme for external review of ANECA

S9	10.15 – 11.15	<p>Conference of stakeholders – councils of Spanish public universities:</p> <ul style="list-style-type: none"> - Conference of the Stakeholders Councils of Spanish Public Universities - Representatives of Regional Agencies - Representative of Regional Government - Other evaluations: the Military 	<ul style="list-style-type: none"> - Conference of the Stakeholders Councils of Spanish Public Universities: <ul style="list-style-type: none"> • Jesús Irurre Arigita (<i>Vice-President of the Conference of the Stakeholders Councils of Spanish Public Universities</i>) - Representatives of Regional Agencies: <ul style="list-style-type: none"> • Luis Sánchez (<i>Director of the Regional Agency ACAP, Madrid</i>) • Josep Anton Ferré (<i>Director of the Regional Agency AQU, Catalonia</i>) - Representative of Regional Governments: <ul style="list-style-type: none"> • Marta Guijarro Garvi (<i>Director-General of Universities and Research of the Cantabrian Region</i>) • Manuel Torralbo (<i>Director-General of Universities of the Andalusian Region</i>) - Other evaluations: the Military <ul style="list-style-type: none"> • Andrés Breijo Claúr (<i>Deputy Director for Planning and Academic Policy – Ministry of Defence</i>)
Break (15 min.)			

Site-visit programme for external review of ANECA

S10	11.30 – 12.30	Chairs of ACADEMIA, PEP and DOCENTIA Committees	<ul style="list-style-type: none"> • Melchor Álvarez de Mon Soto (<i>Chair of the Health Sciences Committee -Senior Lecturer, ACADEMIA</i>) • M^a Teresa Freixes Sanjuan (<i>Chair of the Social and Legal Sciences) Committee - Senior Lecturer, ACADEMIA</i>) • Ana M^a Costero Nieto (<i>Chair of the Sciences Committee - Senior Lecturer, ACADEMIA</i>) • Susana Onega Jaén (<i>Chair of the Humanities Committee, PEP</i>) • Francisco Herrera Triguero (<i>Chair of the Technical Sciences Committee, PEP</i>) • Javier Bará (<i>Chair of the DOCENTIA Committee</i>)
Break (15 min.)			
	12.45– 13.45	Review panel lunch/ ANECA premises	
S11	13:45– 14.45	Advisory Board	<ul style="list-style-type: none"> • Juan Vázquez (<i>President of the Advisory Board. Professor of Applied Economics. Former Chancellor of the Universidad de Oviedo</i>) • Rodolfo Gutiérrez Palacios (<i>Professor of Sociology. Former Director of the Studies and Analysis of the Economic and Social Council of Spain</i>) • Nick Harris (<i>University of Bath. Former Sub director of the Quality Assurance Agency for Higher Education of the United Kingdom (QAA)</i>)

Site-visit programme for external review of ANECA

Break (15 min)			
S12	15.00 – 16.00	University Teachers (that went through the ACADEMIA and PEP Programmes) / Representatives Teachers Union	<ul style="list-style-type: none"> • Lola Ferré (<i>Accredited for Professor, ACADEMIA</i>) • Elena Crespo (<i>Accredited for Senior Lecturer, ACADEMIA</i>) • Rocío Muñoz Mansilla (<i>Accredited for PhD Lecturer, PEP</i>) • Concepción Arias (<i>Representative of the Teachers Union CSIF – Universidad Complutense de Madrid</i>)
Transport to the Ministry			
S13	16.40- 18.00	Explanatory meeting	<ul style="list-style-type: none"> • Esther Balboa (<i>ENQA Review Committee</i>) • Vanessa Duclos (<i>ENQA Review Committee</i>)
	18.00 –19.00	Panel Discussion / Preparation of Report	
	20.30	Review panel dinner	

Day 3: Wednesday 12 September (optional)

Session	Time	Group	
	10.00 – 12.30	Review panel meeting: preparation of the report	
	12.30 – 13.00	Initial Feedback of the Panel to Board of Directors	