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Olivier Lanlo  
President  
The European Council on Chiropractic Education (ECCE)  
Scharenkamp 22  
38442 Wolfsburg, Germany

Dublin, 12 May 2016

**Subject: Membership of ECCE in ENQA**

Dear Mr. Lanlo,

I am writing to inform you of the decision taken by the ENQA Board on 28 April 2016 regarding the membership of ECCE in ENQA.

In light of the documentary and oral evidence considered by the Review Panel, the Board was satisfied that, in the performance of its functions, ECCE is in a number of areas in substantial compliance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). However, after thorough consideration and discussion on the final review report, the Board came to the conclusion that the overall level of compliance with the ESG is not sufficient to renew the Agency's membership at this stage. The Board therefore decided to designate ECCE as "Member under review" for a period of two years from the 28th of April 2016. The Agency will need to undergo a new partial review process at the end of this period, or sooner, if it wishes. That review will focus in particular on the weaknesses listed below and described in detail in the Panel's report.

The Board was especially concerned about the cases where only partial compliance with the ESG is reached. The Board advises your agency to take into consideration the Panel's recommendations (found in Annex 1), and to give specific attention to the following standards that were considered only as being partially compliant with the ESG:

*ESG 3.5 Resources*

*ESG 3.6 Internal quality assurance and professional conduct*

*ESG 2.5 Criteria for outcomes*

*ESG 2.7 Complaints and appeals*

The Board also emphasises the following item:

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*ESG 3.4 Thematic analysis* – When considering this item, the Board could not identify visible progress compared to the previous review, and thus suggests that ECCE pays specific attention also to this standard.

The Board is confident that the shortcomings identified in the review can be properly addressed and substantially resolved in the next two years. According to ENQA's Rules of Procedure, following a successful partial review in 2018, ECCE's membership in ENQA would extend to a five-year term starting from the date of the Board's initial decision (28 April 2016). I would like to point out that members under review maintain their membership rights and duties during the period of membership under review (maximum of two years). You may find the full listing of benefits here:

<http://www.enqa.eu/index.php/enqa-agencies/enqa-membership-benefits-and-services/>

If ECCE is dissatisfied with the decision of the ENQA Board, it may file an appeal according to the procedures outlined in article 24 of ENQA's Rules of Procedure.

For any questions, do not hesitate to be in touch with the ENQA Secretariat.

Yours sincerely,



Padraig Walsh  
President of ENQA

Annex 1: Areas for development

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## Annex 1: Areas for development

### **3.1 ACTIVITIES, POLICY AND PROCESSES FOR QUALITY ASSURANCE - Substantially compliant**

Strategic planning has to be accelerated and clearly linked with yearly work plans.

Involve students as stakeholders in the governance of ECCE.

### **3.2 OFFICIAL STATUS - Fully compliant**

We recommend ECCE to strengthen their ambitions to become better recognised in public.

Make consistent use of the ECCE logo in internal documentation and external communication.

### **3.3 INDEPENDENCE - Substantially compliant**

Students should be fully involved in decision making bodies of ECCE in particular in the COA.

The conflict of interest procedure should include clear definitions of what may constitute a conflict of interest.

ECCE should open more to students or academics without any relation to Chiropractic institutions, for experts and also for other positions on the Council or in the standing committees.

### **3.4 THEMATIC ANALYSIS – Substantially compliant**

Engage in structured analysis on the system [of chiropractic education] and institutional /programme levels, beyond what is tied to reporting by the President and dissemination of news.

ECCE should learn from other ENQA full members what kind of different activities could fall under this category and how analysis could be implemented utilising both internal capacities and in cooperation with HEIs and individuals.

### **3.5 RESOURCES - Partially compliant**

To strengthen administrative capacity, also increase capacity to reflect.

With turnover of permanent staff occurring, it is of vital importance to ensure institutional memory is well preserved and passed over.

Responsibilities of Evaluation Secretary should be re-defined to avoid mixture of administrative and expert roles and conflict of interests.

### **3.6 INTERNAL QUALITY ASSURANCE AND PROFESSIONAL CONDUCT - Partially compliant**

ECCE should create a single consolidated internal quality assurance document and publish it on its website. It should include internal and external feedback mechanisms that lead to a continuous improvement within the agency; implementation of the equal opportunities policy should be monitored to guard against intolerance of any kind or discrimination.

Policies and procedures for the appropriate communication with the relevant authorities of those jurisdictions where ECCE operates should be developed and implemented.

### **3.7 CYCLICAL EXTERNAL REVIEW OF AGENCIES - Substantially compliant**

Carefully consider all recommendations in the external review report and take appropriate action.

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Maximise the potential of engagement with other ENQA members either directly (in ENQA events and on bilateral basis with relevant members) or indirectly (e.g. learning from publicly available agency review reports, ENQA Board decisions, research).

#### **ESG 2.1 CONSIDERATION OF INTERNAL QUALITY ASSURANCE - Substantially compliant**

ECCE should justify the assertion that their standards and guidelines meet the requirements of Part 1 ESG by undertaking a comprehensive mapping of the standards used by agency against the ESG Part 1 standards 1.1 – 1.10.

ECCE should review the terminology used throughout their standards and ensure consistency with ESG.

#### **ESG 2.2 DESIGNING METHODOLOGIES FIT FOR PURPOSE - Substantially compliant**

Better adaptation (and synergy) in time and content, with national QA procedures are required. This is normally made easier by the fact that ECCE is a member of ENQA and on the EQAR register. A greater flexibility of the procedures is hence desired.

The 36 standards of ECCE should be carefully checked against the new ESG, including where terminology is concerned.

Consideration should be given to expanding the current criteria to include contemporary issues in Higher Education such as internationalisation, mobility and multidisciplinary working.

#### **ESG 2.4 PEER-REVIEW EXPERTS - Substantially compliant**

The Evaluation Secretary should not be a member of any expert panel.

Training of experts should be based on needs, outcomes and effectiveness rather than a perceived preference.

ECCE should rely more on non-chiropractic experts as panel members (including students).

A list of criteria that are potential causes for conflict of interest (including having had a decisionmaking role in the agency in the past) should be established.

#### **ESG 2.5 CRITERIA FOR OUTCOMES - Partially compliant**

ECCE should review their standards and criteria. These should be mapped against the new ESG and changed to include the main points of the new ESG, and student-centred learning and student involvement in decision-making processes should be included.

ECCE should decide whether to introduce weighting of criteria and make this decision transparent in all available documents to HE institutions.

ECCE should develop standardised procedures to ensure consistency in decision-making for the time period where accreditation is granted. The procedure should be transparent to HE institutions.

#### **ESG 2.7 COMPLAINTS AND APPEALS - Partially compliant**

ECCE is encouraged to undertake the planned reflection on the appeals process and improve it in light of this. The complaints procedure should be revisited and consideration should be given to the circumstances in which a complainant would benefit from undergoing the process.