

**Second or subsequent review against the ESG**  
**– value of the process for further development of the agency –**  
*(A Case Study of MAB)*

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Director General at MAB | Board Member at ENQA

**Madrid, 26-28 March 2025**



# 1. First review

- Follow-up / Progress visit

# 2. Second review

- Follow-up / Progress visit

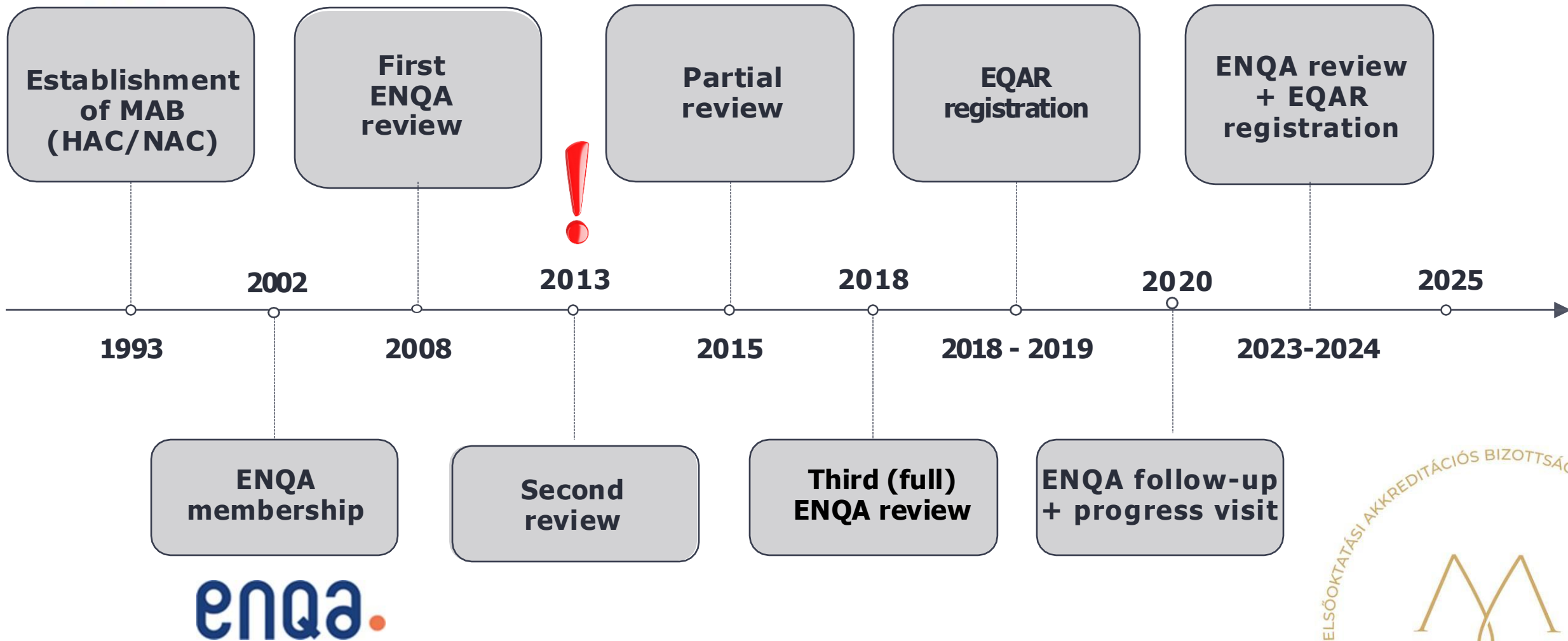
# 3. Targeted review

- + continuous compliance!

Reporting to ENQA and EQAR on substantial change(s)



Agencies that comply with the ESG can become members of ENQA and can be listed in EQAR,





# INTERNATIONAL CONFERENCE

JULY 11, 2024  
BUDAPEST



CELEBRATING MAB'S 30TH ANNIVERSARY

# The levels of compliance with the standards

## ENQA 2018

### Fully compliant

ESG 3.1: Activities, policy and processes for quality assurance  
ESG 3.2: Official status  
ESG 3.3: Independence  
ESG 3.5: Resources  
ESG 3.7: Cyclical external review of agencies  
ESG 2.1: Consideration of internal quality assurance  
ESG 2.3: Implementing processes  
ESG 2.5: Criteria for outcomes  
ESG 2.6: Reporting

### Substantially Compliant

ESG 3.4: Thematic analysis  
ESG 3.6: Internal quality assurance and professional conduct  
ESG 2.2: Designing methodologies fit for purpose  
ESG 2.7: Complaints and appeals

### Partially compliant

ESG 2.4: Peer-review experts

## EQAR 2018

### Compliant

ESG 3.1: Activities, policy and processes for quality assurance  
ESG 3.2: Official status  
ESG 3.5: Resources  
ESG 3.6: Internal quality assurance and professional conduct  
ESG 3.7: Cyclical external review of agencies  
ESG 2.1: Consideration of internal quality assurance  
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ESG 2.6: Reporting

### Partially compliant

ESG 2.4: Peer-review experts  
ESG 2.7: Complaints and appeals  
ESG 3.3: Independence  
ESG 3.4: Thematic analysis



## ENQA + EQAR 2023/24

### Compliant

ESG 3.1: Activities, policy and processes for quality assurance  
ESG 3.2: Official status  
ESG 3.3: Independence  
ESG 3.4: Thematic analysis  
ESG 3.5: Resources  
ESG 3.6: Internal quality assurance and professional conduct  
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### Partially compliant

ESG 2.4: Peer-review experts  
ESG 3.3: Independence  
ESG 2.6: Reporting

BIZOTTSÁG

A B



# EUROPEAN OUTLOOK: WISH-LIST OF CHANGES (QA-FIT)

„What would your agency do **if it could change anything** about its **external quality assurance approach**?”



Changes to legal framework



More focus on enhancement



Better use of data and digitalisation of QA processes



Simplification



Increase international activities

2 key questions

1. **WHAT** DO WE EVALUATE, AND **WHY**?

2. **WHO** DO WE WORK WITH AND **HOW** CAN WE ENGAGE THEM?



# Key areas of continuous improvement



- Internal QA: ESG standards 3.3., 3.6. (+ 1.1 !)
- 2 main ways to make an impact
  - A) through external review (evaluation)
  - B) the way how the agency operates
- Credibility and professionalism: reliability, trustworthiness, inspiration
  - leading by example!
- Accountability and enhancement
- Transparency at all level



# WHERE ARE WE HEADING?

## Ongoing changes and strategic directions

### General objectives

- Development of the initial programme **evaluation**
- Development and implementation of **ex-post evaluation procedure for study fields** (clustered) focusing more on quality enhancement
- **Initiate the doctoral programmes' modernization** (Salzburg Principles)
- **Integration of doctoral programmes' accreditation (ESG compliance + scientific activities) into the institution-level accreditation procedure**

**deregulatory legislative proposals**

**strengthening** the ex-post review (MAB and HEIs)

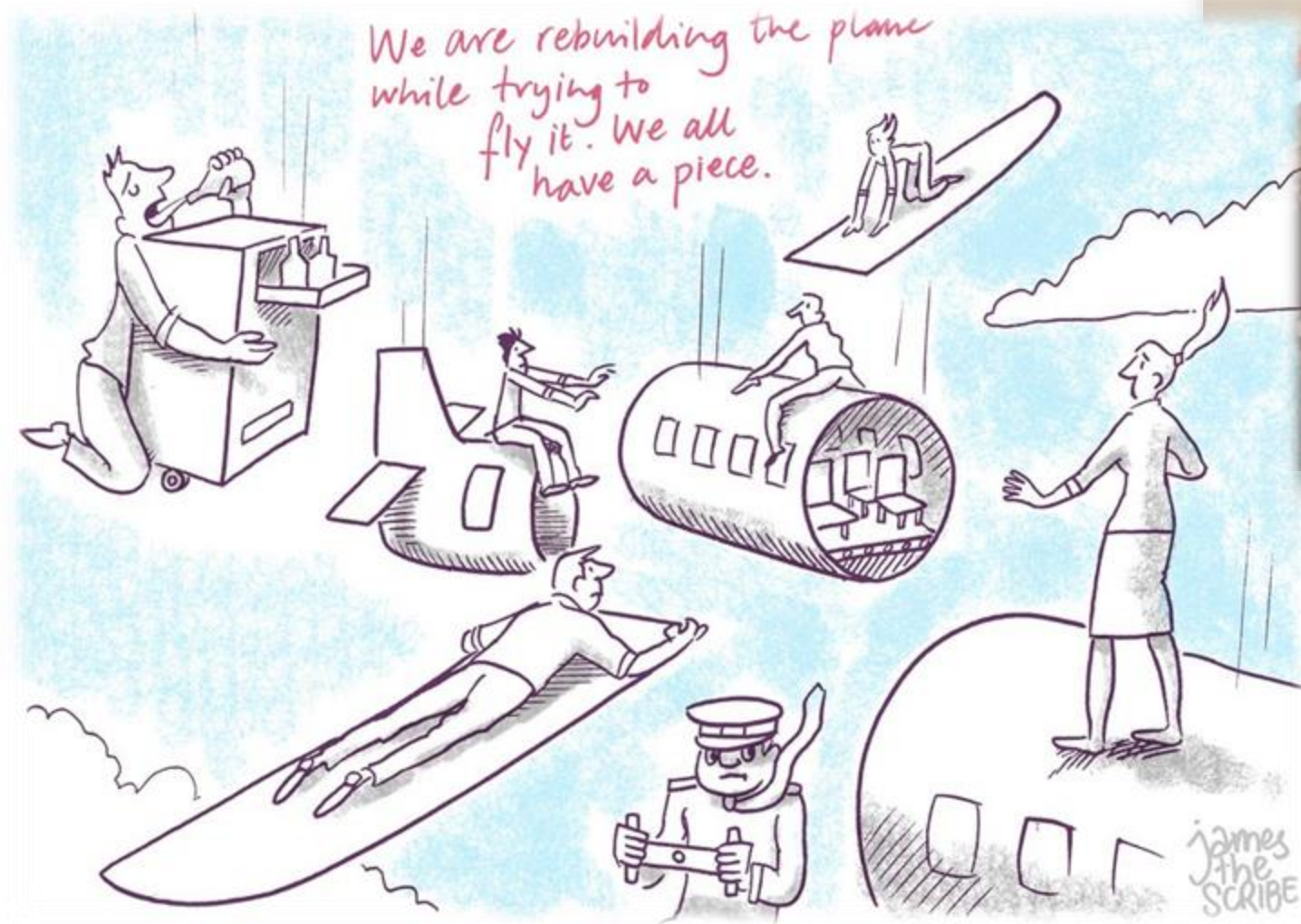
**simplifying** ex-ante programme evaluation (launch)

**integrating** the program (Bachelor, Master, Doctoral) and institution-level accreditation

**strengthening** academic integrity

**implementing additional criteria** on digital teaching & learning and micro-credentials

# YES, BUT



# ACREDITATION/QA OF DOCTORAL EDUCATION: CRONOLOGY OF PROCEDURE-DEVELOPEMENT

**2018-2019**

- designing an ESG- based accreditation procedure
- pilot procedures

**2022-2023**

- fine-tuning criteria
- development of an evaluation scale
- scheduling integrated procedures
- pilot procedures

**2025**

**2020-2021**

**Full implementation**

- corrections
- transition to an online platform
- increasing transparency

**2024**

**first follow-up and clustered procedures**

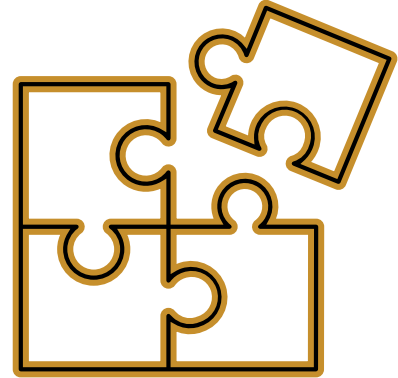
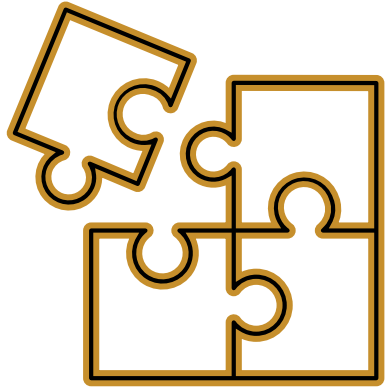
# Considerations for improving the quality of doctoral education

**- EQF LVL 8 -**  
(EUROPEAN  
UNIVERSITY  
ALLIANCES)

**DOCTORAL  
STUDENTS /  
YOUNG  
RESEARCHERS**

**ESG**

**SALZBURG  
PRINCIPLES**





# ONGOING DEVELOPEMENT OF AN INTEGRATED ACCREDITATION TOOL (INTEGRA)



**DOCTORAL  
STUDIES,  
SCIENTIFIC  
ACTIVITY**

**T&L – DESIGN +  
DEVELOPMENT**

**INTERNAL  
QUALITY  
ASSURANCE  
AND  
ENHANCEMENT**



**INNOVATIVE AREAS ARE  
ALSO INCLUDED, SUCH AS:**



**QUALITY OF DIGITAL TEACHING  
AND LEARNING**

**MICRO-CREDENTIALS**

**ACADEMIC INTEGRITY**

AKKREDITÁCIÓS BIZOTTSÁG

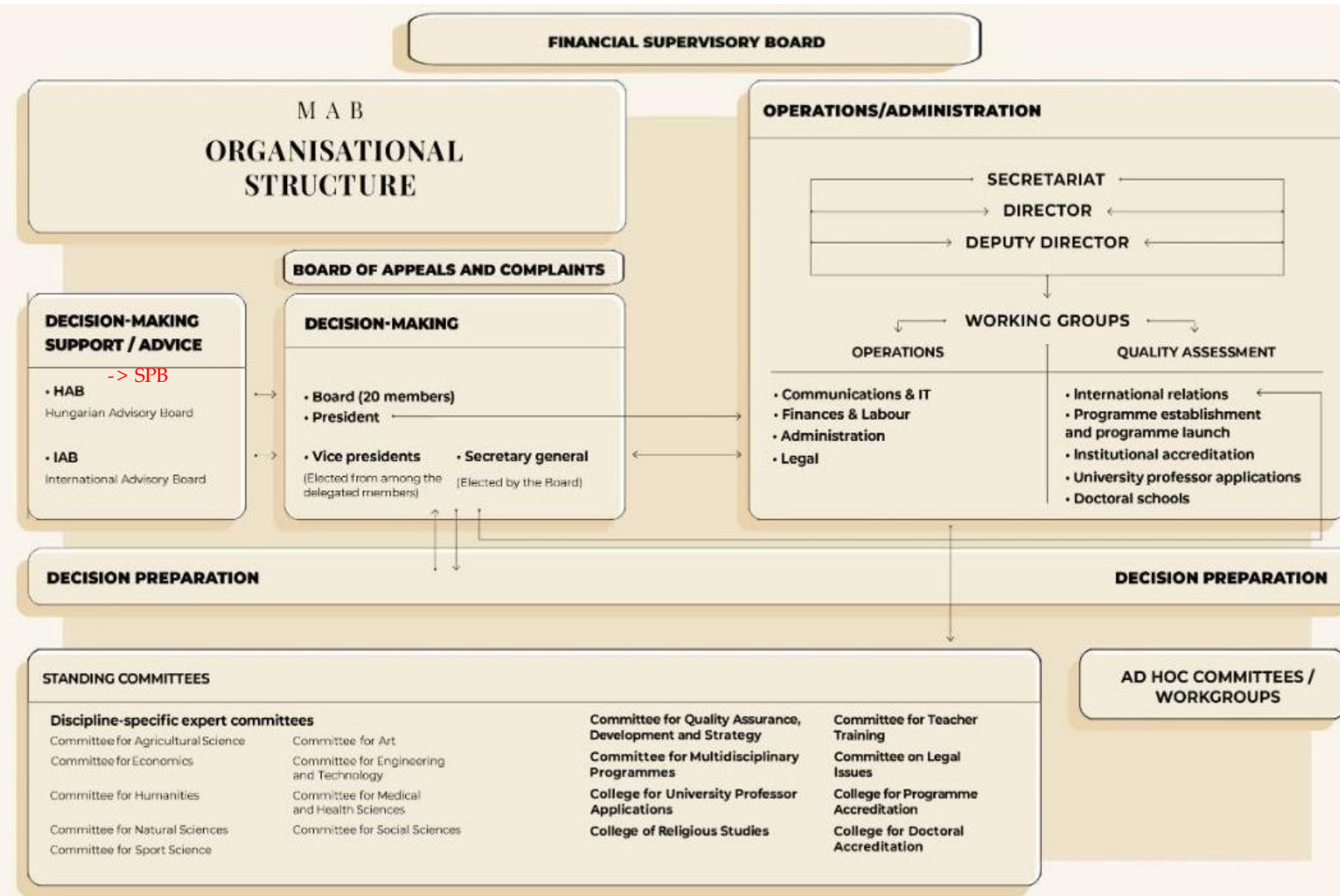
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# ORGANIZATIONAL STRUCTURE (REVISED)

RESTRUCTURING THE ORGANIZATION IS IN PROGRESS

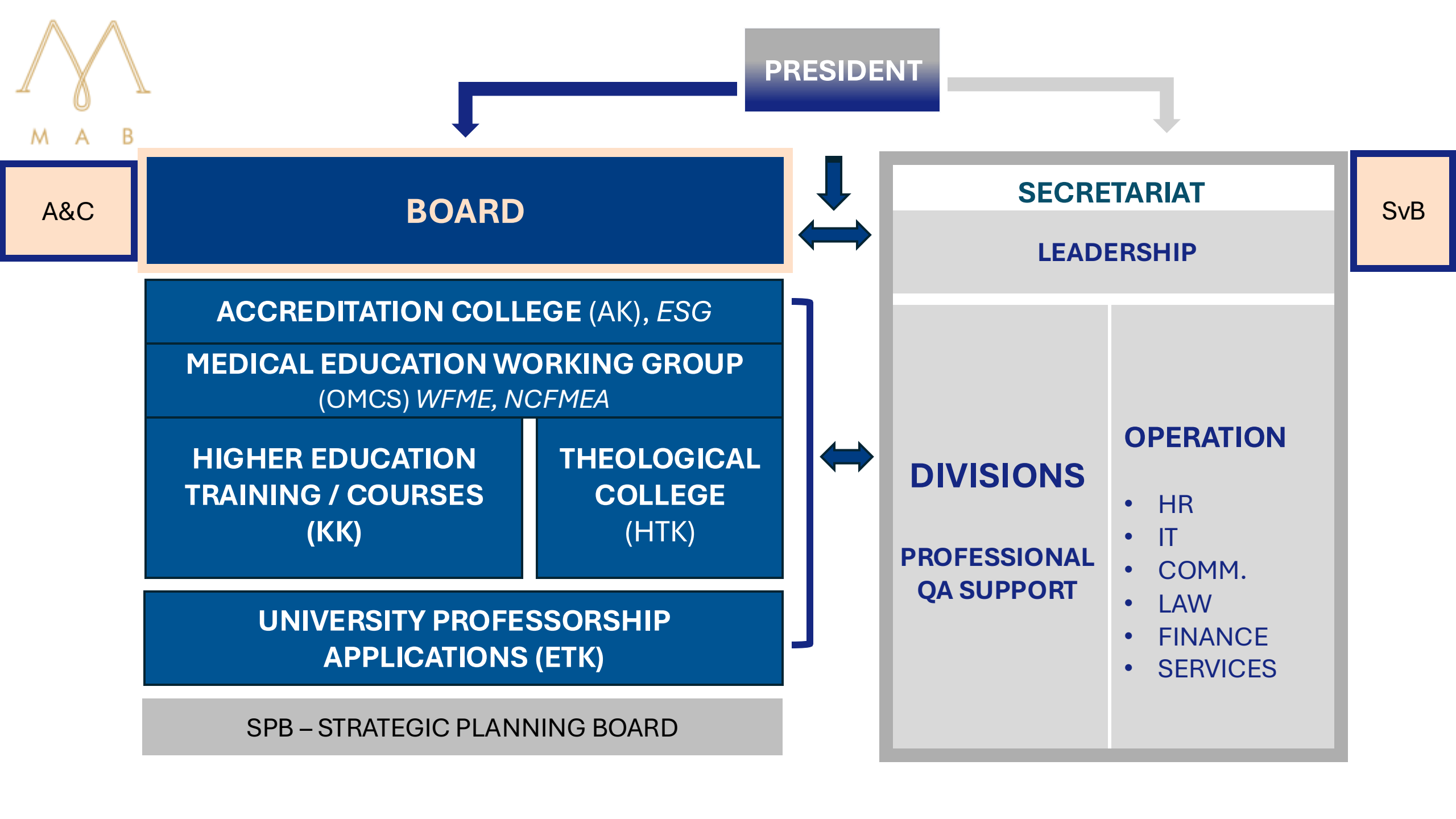
(MOVING FROM DISCIPLINARY → TO PROCEDURAL FOCUS)



**DEDICATED COLLEGES**  
(DECISION-PREPARATORY BODIES) **FOR:**

- University Professorship Applications (ETK)
  - Higher Education Training / Courses (KK)
  - Religious Studies / Theology (HTK)
  - Doctoral Accreditation; later: Accreditation *in general* (DOK, AK)
- + separate WG on MEDICINE (WFME, NCFMEA)





# Key takeaways – Part 1

## Organizations are People

- Preparing the **SAR: Involve the widest range of stakeholders possible!** Make it a team effort! Common efforts bring common success, which is the foundation for further achievements.
- Make the **review process part of the strategic development process!** Treat the SAR and the **review report as foundational strategic documents!**
- **Pay specific attention to HR:** not only the Secretariat/Backoffice, but also the Board, decision-preparatory bodies, and experts. Find the most effective way to engage them!
- An **effective organizational structure** aligns with people's actual competencies and supports the execution of meaningful activities.



# Key takeaways – Part 2

## Activities as Flagships

- Learn from the past, act in the present, shape the future! **What once worked well might not work now.**
- Self-assessment  $\neq$  self-promotion. **The more honest the report, the deeper the discussions**  
→ **the more helpful the outcome.**
- **Prioritize ESG-relevant activities, procedures!** Make them fit for purpose!
- **Make procedures more efficient:** optimizing, rationalizing, simplifying, (de)regulating, reducing administrative burden.
- Build **partnerships!** They grow, when both sides benefit and contribute.



# Thank you for your attention!

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## Q & A & DISCUSSION

