

# Strategy of the Polish Accreditation Committee

For the period 2017-2020



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<b>Strengths</b> .....	Błąd! Nie zdefiniowano zakładki.
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## Mission Statement of the Polish Accreditation Committee;

The Polish Accreditation Committee is an independent institution dedicated to quality assurance and enhancement in higher education. The primary objectives of the Committee's operations are the care for the observance of higher education quality standards following the best models adopted in European and global education area and providing support for public and non-public higher education institutions in the process of enhancing the quality of education and building quality culture. These actions aim to ensure graduates of Polish higher education institutions top position on the domestic and international labour market and to boost the competitiveness of Polish HEIs as European class institutions.

The overriding value guiding the work of the Polish Accreditation Committee is common good, as the quality and effectiveness of education significantly contribute to the development of intellectual capital and civil society.

The Polish Accreditation Committee carries out its mission by conducting obligatory programme evaluations and by giving opinions on applications for the authorisation to provide degree programmes submitted by higher education institutions. It is the concern of the Committee that its opinions, ratings and recommendations leave ample space for autonomous initiatives, which promote innovativeness of education process and top education quality culture.

The Polish Accreditation Committee feels accountable for the decisions it makes, as they impact on the development of higher education building its credibility through objective evaluations and opinions, professional activities, adherence the principle of openness and transparency of applied procedures, presenting clear arguments, and respecting ethical principles and academic tradition.

The Polish Accreditation Committee makes its duty comprehensive cooperation and dialogue with all stakeholders of the education process, including the academic community, candidates for studies, employers, state authorities and public administration. The Committee undertakes cooperation initiatives in this area, also in an international arena. It actively cooperates with other accreditation agencies and international organisations on the implementation of the Bologna Process and the development of European Higher Education Area.

## Strategic analysis of PKA

A comprehensive strategic analysis of the Polish Accreditation Committee was made using the SWOT methodology, which takes into account the examination of its internal organisational structure and its external stakeholders.

SWOT analysis of the Polish Accreditation Committee was made using the following documents:

- Mission Statement of the Polish Accreditation Committee;
- Strategy of the Polish Accreditation Committee for the years 2012-2015;
- Declaration of Quality Policy;
- Report of the Polish Accreditation Committee on its operations during the 4th term of office, including the report on Strategy implementation in the years 2012-2015;
- Self-evaluation report 2013;
- The results of the survey carried out in the framework of the EIQAS project devoted to external quality assurance (EIQAS Country Report, Poland, 2015).

For the needs of the SWOT analysis, the following areas were identified in the Mission Statement of PKA:

### **Area 1. Education quality assurance and enhancement and supporting HEIs in building quality culture**

- 1.1. Education accreditation and quality evaluation
- 1.2. Providing assistance to HEIs in building quality culture.

### **Area 2. Internal resources and processes**

- 2.1. Human and financial resources
- 2.2. Internal processes

### **Area 3. Relations with stakeholders**

- 3.1. Academic community and socio-economic stakeholders
- 3.2. International cooperation
- 3.3. PKA's image

The results of the strategic analysis of the strengths and weaknesses of PKA, as well as opportunities and threats allowed us to identify the key challenges that PKA faces.

The SWOT analysis forms an annex to this document.

## Key challenges up to 2020

Key challenges and envisaged changes of legislation on higher education contained in the Constitution for Science - Act 2.0 were identified in the SWOT analysis. These include:

- development of and pilot programmes concerning new institutional evaluation solutions, with particular regard to its international character;
- The development of and pilot programmes concerning quality assurance of new modes of study: dual programmes, joint programmes, programmes promoting entrepreneurship, etc.;
- The analysis of procedures for validation of learning outcomes gained outside higher education and the development of methods for their assessment.
- The development of analytical and research activity of PKA and using the results of analyses and studies to improve education quality at Polish HEIs;
- The professionalisation of the accreditation process thanks to the introduction of a function of evaluation panel secretary, in order to guarantee the standardisation of the accreditation activities and site visit reports;
- The computerisation of accreditation procedures to guarantee full electronic documentation workflow and timeliness of work;

## Strategic areas and objectives for the period 2017-2020

### Strategic Area 1 - PKA as an upholder of higher education quality standards

Strategic objectives in this area mainly aim to increase the efficiency and effectiveness of the performance of basic statutory tasks pertaining to external quality assurance and examination of applications for granting the authorisation to provide degree programmes.

#### Strategic Objective 1.1. - performing PKA's basic tasks in the scope of programme evaluation

Tasks in the framework of this strategic objective must take into account both conducting programme evaluation of first and second cycle programmes and long cycle programmes in accordance with annually adopted schedule, and giving opinions on applications for granting the authorisation to provide degree programmes, as well as preparing and conducting external quality assurance of double degree programmes, for example these offered as joint programmes (implementation of the recommendations of the Yerevan Communiqué).

#### Strategic Objective 1.2. - developing competences of PKA members and experts

Tasks in the framework of this strategic objective should take into account the recommendations of the ENQA 2013 report in the scope of drawing up and implementing transparent procedures for recruitment and selection of PKA members and experts, as well as the preparation and implementation of an effective system of introductory and continuing training for members of evaluation panels in the scope of external quality assurance of education.

One of the tasks in this area should be the development and implementation of the system for the assessment and improvement of the quality of the work of individual evaluation panel members, inter alia, thanks to the organisation of training on specific issues related to the evaluation of education quality.

#### Strategic Objective 1.3 - modernising the organisation of evaluation panels' work

Tasks in the framework of this strategic objective aim to introduce a new function - the secretary of an evaluation team. This requires the development of a new formula for the work of evaluation panels, including detailed division of tasks between their members. As part of efforts aimed at the achievement of this objective, criteria for recruitment and selection of candidates for the secretaries need to be developed and training should be conducted. To achieve this objective, in-depth comparative studies on similar practices applied in other accreditation agencies are indispensable.

#### Strategic Objective 1.4. - improving the efficiency and transparency of accreditation procedures

Task under this objective should take into account the development of specifications and implementation of IT systems supporting the accreditation procedures and taking into

account PKA practices for the verification of the quality of site visit reports. As part of works aimed at the achievement of this objective, relevant training should be held for users of these systems.

## Strategic Area 2 - PKA as a partner in fostering education quality culture

Strategic objectives in this area primarily focus on carrying out PKA's mission in the scope of building quality culture in Polish system of higher education. The achievement of this objectives will require a proactive approach towards the stakeholders, and initiating and holding a debate on key issues related to quality culture in higher education institutions.

### Strategic Objective 2.1 - developing of analytical activity

One of the main tasks of PKA resulting from its public status is collecting objective information about the effectiveness of actions taken to carry out PKA's mission on the one hand. On the other hand, such information can be used in the analysis of the opportunities for improving its operational methods on the basis of documented study results.

Conducting analysis and research and disseminating their results aim to create the image of PKA as a successful and transparent organisation, which effectively manages public funds.

### Strategic Objective 2.2. - intensifying dialogue with external and internal stakeholders

The tasks performed under this strategic objective should include any initiatives aimed to hold dialogue and consultation on the Committee's operations and challenges for the quality of higher education in the 21st c. with institutions, which are PKA's stakeholders.

### Strategic Objective 2.3. - disseminating good practices in education quality assurance

Task under this objective will include all elements of PKA's public activity related to the dissemination of good practices in the area of quality assurance in higher education, originating from both Polish and international HEIs. They will include conferences, workshops and seminars with country-wide and regional scope.

### Strategic Objective 2.4. - raising the level of accreditation procedures internationalisation

This objective relates directly to the recommendations of ENQA international experts presented in 2013. The internationalisation of accreditation procedures requires both an appropriate system of recruitment and selection of international experts and following the procedures in English, and the internationalisation of the education processes at Polish HEIs. The achievement of this objective calls for the development of a relevant system of incentives for HEIs and adequate preparation of Polish and international experts to work in international teams.

### Strategic Objective 2.5. - developing of external quality assurance methods

Tasks in the framework of this objective include the development, testing and possible implementation of new forms of external quality assurance procedures. In particular, the criteria and a new method of conducting institutional evaluation should be proposed, discussed with the academia, and then tested. PKA should also discuss and develop proposals for new methods of external quality assurance of new modes of study, such as, for example: joint programmes, dual studies, and programmes focusing on the development of entrepreneurial skills.

### Strategic Area 3 - PKA as an active and globally recognised accreditation agency

Strategic objectives in this area are oriented mainly at maintaining international position of the Committee and using the opportunities resulting from international cooperation.

#### Strategic Objective 3.1.- stepping up active membership in international organisations promoting higher education quality

Tasks aimed at achieving this objective include maintaining and improving PKA's standing in global and European organisations of accreditation agencies; INQAAHE, ENQA, ECA, CEENQA, etc. The achievement of this objective will require commitment to statutory activity and projects carried out by the above organisations and active participation in events and initiatives taken by them.

#### Strategic Objective 3.2. - intensifying publishing activity and measures aimed at the promotion of PKA operations in an international arena

Tasks aimed at achieving this objective are closely linked to strategic objective 2.1, yet they assume the publication of results using the means addressed to international recipients, such as conferences and articles in journals devoted to the sector. Activities under this objective should be taken in close cooperation with international partners in order to increase their coverage, impact and prestige.

#### Strategic Objective 3.3. - acquiring funds for projects aimed at the development and improvement of PKA operations;

Tasks under this objective should be closely correlated with other strategic objectives of PKA; objective 2.1, 2.4, 2.5 and 3.2 in particular. Acquiring funds for development activities as part of international cooperation will allow to finance those tasks with external funds, and to enhance PKA's standing in an international arena, as well as ensuring synergy between the cooperating accreditation agencies.

#### Strategic Objective 3.4. - maintaining formal status of PKA in an international arena

Tasks under this objective aim at maintaining the existing status of PKA as an organisation with international presence, thanks to its registration in EQAR, membership in ENQA and

recognition by the US Department of Education. The achievement of this objective will require a thorough review of PKA's operations from the angle of adopting recommendations of the above organisations and preparations for subsequent external reviews.

## Methodological notes

1. Strategic objectives set are achieved thanks to reaching operational objectives.
2. In the framework of reaching operational objectives, actions, i.e. steps that need to be taken, are identified.
3. Actions are determined with reference to currently identified operational objectives, which are called milestones. Actions are determined prior to embarking on the achievement of a given operational objective.
4. The President of PKA will develop and enforce a system for strategy implementation and for monitoring the progress of its implementation, which will take into account:
  - a. The method for undertaking strategic initiatives - the appointment of persons responsible for their implementation, allocation of human and financial resources to their implementation.
  - b. Monitoring of the strategic initiatives' implementation on a quarterly basis - with taking work progress and risk analysis into account.
  - c. Annual monitoring of the progress of strategy implementation, with taking into account the review of strategy's topicality (e.g. law amendments, the results of PKA's external review, etc.)
5. The strategy is subject to cyclical, annual reviews, as part of which it is verified and updated.
6. Strategic and operational objectives, and actions are monitored using performance indicators, which are determined and approved before embarking on the implementation of a given strategic objective.
7. In the Table entitled "Operationalisation of strategic objectives", the following abbreviations have been used:
  - a. Tbd - the element will be supplemented in the future, before embarking on the implementation of a given strategic or as part of a strategy update.
  - b. N/A - Not applicable (e.g. in the case of ongoing actions or less complex operational objectives)

## Operationalisation of strategic objectives

Strategic objective	Operational objective	Action	Owner	Deadline for implementation	Performance indicator
<b>Strategic Area 1 - PKA as an upholder of higher education quality standards</b>					
1.1. - performing PKA's basic tasks in the scope of programme evaluation	1.1.1. - quality assurance activity in accordance with domestic criteria	Continuous operation in accordance with an annual schedule	PKA President PKA Secretary	Annual cycle	Working to an annual schedule in 95%
	1.1.2. - implementation of a methodology for external quality assurance of joint programmes	Submitting an application to the Erasmus+ programme, Key Action 2 Strategic Partnerships for the implementation of a project aimed at the implementation of a methodology for external quality assurance of joint programmes in accordance with the European Approach for Quality Assurance of Joint Programmes adopted in the Yerevan Communiqué.	Deputy Director responsible for International Cooperation	29.03.2017.	Submitting the application for project implementation
		Implementing the project in accordance with the schedule	Project Manager	10.2020	Achievement of project objectives
	1.1.3. - participation in current legislative work on legal regulations relevant to PKA	Developing the concept of the <i>ex ante</i> and <i>ex post</i> evaluation criteria and procedures in the light of the new law on higher	PKA President PKA Presidium	In accordance with the schedule of legislative works	The resolution adopted by the plenary session of PKA on amending the Statutes, including the criteria and conditions for <i>ex ante</i> and

		education			<i>ex post</i> evaluations
		Identifying new objectives of the future external quality assurance system in the light of the Act 2.0	PKA President PKA Presidium	In accordance with the schedule of legislative works	The resolution adopted by PKA Presidium on the performance of PKA's statutory tasks other external quality assurance activities
		Adapting the external quality assurance criteria and procedures to the requirements of ESG 2015	PKA President PKA Secretary Vice-President for International Cooperation Deputy Director responsible International Cooperation	In accordance with the schedule of legislative works	The criteria are fully compliant with ESG 2015
1.2 - developing competences of PKA members and experts;	1.2.1. - developing and introducing procedures for cyclical assessment of the performance of all PKA members and experts	Developing the methodology and criteria for the assessment of the performance of all PKA members and experts	PKA President PKA Secretary	12.2020	Report on a pilot programme for the assessment of the performance of PKA members and experts
		Developing the assessment schedule			
		Pilot use of the procedure for the assessment of PKA members' and experts' performance			
	1.2.2. - holding training for PKA members and experts on new legal requirements and external quality	Tbd	PKA President PKA Bureau	To be determined upon the completion of legislative works	100% of PKA members and active experts

	assurance procedures				
	1.2.3. - developing a methodology for the collection, processing, analysing and using feedback from PKA members and experts concerning the performance of their tasks	Tbd			Tbd
	1.2.4. - developing the methodology and schedule for training for PKA members and experts	Tbd			Tbd
1.3 - modernising the organisation of evaluation panels' work	1.3.1. - developing a new concept for external quality assurance thanks to the introduction of the function of an evaluation panel secretary, including: defining the scope of responsibilities and powers necessary for adequate performance of tasks in this function	collecting international good practices regarding the work of evaluation panel secretaries	Deputy Director responsible for International Cooperation	12.2018	Comparative report
		Defining responsibilities and tasks of an evaluation panel (EP) secretary, including making analysis of the effect of the introduction of this function on the tasks of other EP members	PKA Secretary	06.2019	The scope of responsibilities and tasks of an EP Secretary
		Drawing a list of key competences of an evaluation panel secretary	PKA Secretary	06.2019	Competence profile of an EP Secretary
		Developing criteria for the selection and recruitment	PKA Secretary	06.2019	Criteria for the selection and recruitment

		of evaluation panel secretaries			
		Developing the methodology for assessing the quality of work of EP Secretaries	PKA Secretary	06.2019	Criteria for assessing the quality of work of EP Secretaries
	1.3.2. - carrying out the recruitment and training of candidates for EP Secretaries		PKA Secretary PKA Bureau	12.2019	
	1.3.3 - pilot assessment procedures concerning EP Secretaries		PKA Secretary PKA Bureau	12.2020	
	1.3.4. - adapting the methodology of evaluation panels' work to new legal regulations		PKA Secretary PKA Bureau	Upon the completion of 1.1.4	
1.4 - increasing the efficiency of accreditation procedures	1.4.1. - developing guidelines and requirements for the development of software to generate site visit reports		PKA President PKA Secretary PKA Bureau	06.2017	Documentation presenting the guidelines for software functionality
	1.4.2. - software implementation and use by evaluation panels	Developing implementation schedule, including pilot and training programmes	PKA Bureau	03.2018	Implementation schedule
		Conducting training for EP members	PKA Bureau	12.2018	100% of PKA members and active experts attended training
<b>Strategic Area 2 - PKA as a partner in fostering education quality culture</b>					

2.1. - development of analytical activity	2.1.1. - developing thematic priorities, schedule, scope and methodology of analytical works up to 2020	Preparing a comparative report in the scope of analytical activities undertaken by accreditation agencies in EHEA	Vice-President for International Cooperation Deputy Director responsible for International Cooperation	10.2018	Comparative report
		Setting the schedule for analytical work up to 2020	PKA Presidium	12.2018	Schedule for analytical work
		Developing the concept of the performance of analytical tasks, including the composition of the working team	PKA Secretary PKA Bureau	11.2018	The operational concept of the performance of analytical tasks
	2.1.2. - the implementation of pilot thematic studies in accordance with the schedule	Establishing a working team for the analytical activity	PKA President PKA Bureau	01.2019	The decision on the establishment of the team and determining its regulations and work schedule
		Conducting analytical works in accordance with adopted schedule	Working team	In accordance with the schedule	100% of analytical work completed to the schedule
	2.1.3. - publication of the thematic report on pilot studies	Tbd	PKA Bureau	Upon the completion of studies / in accordance with the schedule	Tbd
	2.1.4. - organisation of a thematic seminar devoted to the discussion of the findings of the report on pilot	Tbd	PKA Bureau	2019 - 2020	Tbd

	studies				
2.2. - intensifying dialogue with external and internal stakeholders;	2.2.1. - organisation of consultation meetings (at national and regional level) devoted to new tasks of PKA	Organising open seminars devoted to the initial concept of institutional evaluation	PKA President PKA Secretary PKA Bureau	2019	Tbd
		Organising consultation meetings devoted to institutional evaluation procedure and criteria	PKA President PKA Secretary PKA Bureau	2019	Tbd
	2.2.2. - continuation of ongoing cooperation with higher education representative bodies: MNiSW, RGNiSW, CKds.SiT, KRASP, KRzASP, KRPUT, and other	ongoing activity	PKA President PKA Secretary PKA Bureau PKA Members Chairs of the Sections	ongoing activity	N/A
2.3. - disseminating good practices in education quality assurance	2.3.1. - cyclical organisation of thematic Quality Forums	N/A	PKA President PKA Secretary PKA Bureau	Annually	1 conference per year
	2.3.2. - co-organising and attending domestic and international education quality assurance conferences	ongoing activity	PKA President PKA Secretary Vice-President for International Cooperation Deputy Director responsible for International	ongoing activity	N/A

			Cooperation		
2.4. - raising the level of accreditation procedures internationalisation	2.4.1. - review and update of international experts' tasks and roles in PKA's external education quality assurance	Diversifying international experts' profiles (e.g. quality experts; experts on education quality assurance systems; employer experts; experts on online programmes; experts on dual studies; experts on joint programmes)	PKA Secretary Vice-President for International Cooperation Deputy Director responsible for International Cooperation Section for PKA Internationalisation	07.2018	The list of international experts' profiles
		Compiling a list of study programmes provided in foreign languages in whole or in part (POLon data)	PKA Bureau	07.2018	List of study programmes provided in foreign languages in whole or in part
	2.4.2. - review and update of the list of international experts	Identifying international experts' competence profile regarding fields of study selected for programme evaluation	PKA Secretary Vice-President for International Cooperation	Upon the completion of 2.4.1	Competence profile for 2.4.1.
		Recruiting international experts, in accordance with the identified competence profile	PKA Secretary Vice-President for International Cooperation PKA Bureau	2018-2019	- Review and update of the list of international experts
		Staging training for international experts PKA Secretary	PKA Secretary Vice-President for International Cooperation PKA Bureau	2018-2019	100% of active international experts participated in training

	2.4.3. - adapting the competences of PKA members, experts and PKA's Bureau staff to the requirements relating to the implementation of procedures with the participation of international experts	Organising specialist training for EP Chairs and PKA experts	PKA Secretary Vice-President for International Cooperation Deputy Director responsible for International Cooperation PKA Bureau	ongoing activity	N/A
		Organising general and specialist language training and taking other actions to improve language skills of PKA's Bureau staff	Vice-President for International Cooperation Deputy Director responsible for International Cooperation PKA Bureau	ongoing activity	N/A
2.5 - development of external education quality assurance methods	2.5.1 - identification of key trends and significant innovations in education, education quality assurance and accreditation	Establishing a working team for innovations in the scope of modes of education and their evaluation	PKA President	12.2018	Tbd
		Preparing a work schedule and methods to improve the competences of PKA members and experts needed for supporting HEIs, which implement innovative modes of education	working team for innovations	2019	Tbd
	2.5.2. - implementation of and taking measures aimed at improving the		working team for innovations	2019-2020	Tbd

	competences of PKA members and experts in the scope of innovations in education				
<b>Strategic Area 3 - PKA as an active and globally recognised accreditation agency</b>					
3.1. - stepping up active membership in international organisations promoting higher education quality	3.1.1. - the development of bilateral cooperation aimed at mutual recognition of accreditation decisions, in particular in the field of sector accreditations	Identifying the forms and opportunities for cooperation and mutual recognition of accreditation decisions	Vice-President for International Cooperation Deputy Director responsible for International Cooperation	2018	List of accreditation agencies
		Using a pilot procedure for the recognition of accreditation decisions	PKA President Vice-President for International Cooperation Deputy Director responsible for International Cooperation	2019	Tbd
	3.1.2 - maintaining the dynamics of cooperation as part of the network of accreditation agencies CEENQA, ECA, INQAAHE	N/A	Vice-President for International Cooperation Deputy Director responsible for International Cooperation	Current operations	N/A
	3.1.3. - identification and partnership in international projects related to key aspects of PKA's operations (e.g. in	N/A	Vice-President for International Cooperation Deputy Director responsible for	Current operations	N/A

	the area of innovations in education) and the development of innovative forms of external and internal quality assurance		International Cooperation		
3.2. - intensifying publishing activity and measures aimed at the promotion of PKA operations in an international arena	3.2.1. - publication in national and international periodicals of the results of PKA's analytical and project work done as part of reaching strategic objective 2.1.			In accordance with the schedule developed in 2.1	Tbd
	3.2.2. - presenting during national and international conferences devoted to education quality assurance the results of PKA's analytical and project work done as part of reaching strategic objective 2.1.	N/A	Vice-President for International Cooperation Deputy Director responsible for International Cooperation	ongoing activity	N/A
3.3. - acquiring funds for projects aimed at the development and improvement of PKA operations;	3.3.1. - identification of opportunities for raising funds to finance development priorities of PKA in the scope specified in strategic objectives 2.1., 2.4., 2.5. and 3.2.	Tbd	Vice-President for International Cooperation Deputy Director responsible for International Cooperation	12.2018	List of prospective projects and their sources of financing

	3.3.2. - submitting applications for funding the activities referred to in objective 3.3.1, in accordance with the timetables of selected calls for proposals, for example in the framework of the Erasmus+ programme	Tbd	Vice-President for International Cooperation Deputy Director responsible for International Cooperation	29/03/2019. 29/03/2020.	Submitted applications for project implementation
3.4. - maintaining formal status of PKA in an international arena	3.4.1. - maintaining and renewing membership in ENQA and registration in EQAR		Vice-President for International Cooperation Deputy Director responsible for International Cooperation	2018	ENQA full member EQAR registered
	3.4.2. - maintaining accreditation of the US Department of Education		Vice-President for International Cooperation Deputy Director responsible for International Cooperation	2017-2020	Accreditation of the US DoE
	3.4.3. - identification of desired organisations (e.g. Washington Accord, ABET) or other forms of the internationalisation of PKA's operations (e.g. EUR-ACE label)		Vice-President for International Cooperation Deputy Director responsible for International Cooperation	2020	Tbd

