



ECCE Strategic plan 2020-2025

MISSION

Enhance and safeguard the Quality of Chiropractic Education in Europe and South Africa.

VISION

- Provide fair, transparent, rigorous, proportionate and up to date quality assurance of chiropractic education in the jurisdiction of the ECCE.
- Assist in the growth of new accredited chiropractic institutions to attract good quality students across Europe and South Africa.
- Ensure that all stakeholders, including students, are at the centre of ECCE's work.
- Facilitate improvement and the shaping of national and international chiropractic education policy and practice.
- Supply information and support to national associations for the establishment of quality chiropractic education.
- Establish a sustainable financial model including income generation to enable the ECCE to grow and prosper.
- Be collaborative with all stakeholders and other healthcare professions and ensure continuous membership in organisations like ENQA and CCEI.

- Facilitate and participate where possible in joint accreditation/evaluation events with national accrediting bodies to reduce the accreditation burden on institutions.

CORE VALUES

As the ECCE operates in various jurisdictions, it understands and is open to diverse higher education systems. The ECCE strives for accountability and of enhancement of those institutions it accredits. Its core values are:

<p>Professionalism</p> <p>We set high professional standards in everything we do. We make accreditation decisions through experience and good judgement based on evidence.</p>	<p>Accountability</p> <p>We are responsive to external demands and hold ourselves accountable through safeguarding standards, obtaining feedback using appropriate mechanisms from all participants of meetings and evaluation events, which drives improvements. We publish our policies, procedures, reports and criteria for decisions in a timely manner.</p>
<p>Integrity</p> <p>We always operate in a fair and honest way in our work. Our judgements are based on impartiality and equality.</p>	<p>Openness</p> <p>We conduct ourselves in an open, collaborative manner, inspiring trust and confidence in those individuals and institutions with whom we work</p>

REFLECTION ON STRATEGIC GOALS 2018-2020

Strategic Goal	Indicator of Success	Comment	Completed
1. Conduct accreditation events, including joint accreditation where possible, according to new risk-based accreditation principles	<ul style="list-style-type: none"> • All accredited institutions reviewed against the new risk-based principles to determine length of subsequent accreditation. • Complete at least one joint accreditation event with another national accrediting agency. 	<ul style="list-style-type: none"> • Process has been set, accredited programmes allowed to apply for risk based assessment. 	Partial
		<ul style="list-style-type: none"> • Completed with GCC 	Y
		<ul style="list-style-type: none"> • ECCE and Swiss AAQ 'Standards' independently mapped by each agency 	Y
2. Review the ECCE Constitution	<ul style="list-style-type: none"> • Increase the ratio of lay members to chiropractors as members of the board and ensure there is appropriate student representation. • Consider length of service and remuneration of all members of council and set these parameters at an appropriate level. • Stream line committee structure. 	<ul style="list-style-type: none"> • Constitution changed to reflect this Dec 2018 	Y
		<ul style="list-style-type: none"> • Changed in proposed constitution for 2018 	Y
		<ul style="list-style-type: none"> • Changed as per accepted structure Dec 2018 	Y

3. Employ a student liaison/communications officer	<ul style="list-style-type: none"> Part-time officer employed with job description to cover student liaison both nationally and internationally and providing external communication with all stakeholders. (Identifying all stakeholders). 	<ul style="list-style-type: none"> Treasurer to fulfil role as student liaison 	<p>Y</p>
4. Prepare for the next ENQA review	<ul style="list-style-type: none"> ECCE fully or substantially compliant with all ESG standards including conducting and publishing thematic analysis reviews. ECCE recognised as a registered member of EQAR. 	<ul style="list-style-type: none"> ENQA accreditation to be applied for again 	<p>Partial</p>
5. Ensure financial stability	<ul style="list-style-type: none"> Level of fees from accredited institutions appropriate for purpose. Maintain level of support from ECU. 	<ul style="list-style-type: none"> New fees approved 2017 ECU support still active Additional funding from Associations 	<p>Y</p> <p>Y</p> <p>Y</p>

	<ul style="list-style-type: none"> • Seek added funding from other stakeholders. • Ensure levels of reserves cover at least 6 months' turnover 	<ul style="list-style-type: none"> • Achieved 	Y
6. Maintain level of training programmes	<ul style="list-style-type: none"> • Conduct at least one training programme face to face each year with 3-4 new reviewers accepted each year. • Ensure training is relevant to developments of accreditation by National agencies. 	<ul style="list-style-type: none"> • Relevant on line and face to face training has been completed 	Y
7. Conduct relevant and appropriate research	<ul style="list-style-type: none"> • Publish at least one research paper each year in a peer reviewed journal. 	<ul style="list-style-type: none"> • Article published in Journal of Chiropractic Education on thematic analysis • Second article accepted for publication in BMC Chiropractic and Manual Therapies on thematic analysis 	Y
			Y

SWOT Analysis

Strengths: <ul style="list-style-type: none">• Credible accrediting agency for Europe and Africa• Coherent vision, and strong quality assurance portfolio• Strong liaison with professional stakeholders• Majority of European and African programmes accredited• Enhanced membership to council (specialist laypersons)	Weaknesses: <ul style="list-style-type: none">• ENQA candidacy status• Outdated constitution
Opportunities: <ul style="list-style-type: none">• New programmes being initiated in UK and Germany• Legislation in European countries• Education and chiropractic research• Membership to pan European Accrediting Agencies	Threats: <ul style="list-style-type: none">• Other organizations competing for position• Relevancy regarding government accreditation and ECCE• Brexit

Identified focus areas for 2020-2025

1. ENQA accreditation
2. Liaison with new programmes establishment

3. Government accreditation bodies
4. Research output
5. Legislation and regulation of profession
6. Constitutional changes
7. Review of educational standards and benchmarking

Focus Area	Actions	Outcome measurement	Responsibility	Target date
1. ENQA accreditation	<ul style="list-style-type: none"> • Re-submission for full accreditation • Evaluation of current processes 	<ul style="list-style-type: none"> • Submitting of completed portfolio • Changes to comply with ENQA requirements 	<ul style="list-style-type: none"> • CQA • Executive and Council 	
2. Liaison with new programmes	<ul style="list-style-type: none"> • Approach new programmes institutions • Assist in understanding process for accreditation • New programme accreditation submissions 	<ul style="list-style-type: none"> • Formal communication • Formal communication • New programmes submission for accreditation 	<ul style="list-style-type: none"> • Sec • Sec, CQA, P, VP • Institution 	
3. Government accreditation bodies	<ul style="list-style-type: none"> • Contact bodies to determine if joint accreditations can occur 	<ul style="list-style-type: none"> • Joint accreditations 	<ul style="list-style-type: none"> • Executive 	
4. Research output	<ul style="list-style-type: none"> • Identification of research areas 	<ul style="list-style-type: none"> • Publication output (1 per year) 	<ul style="list-style-type: none"> • CQA and relevant executive 	

5. Legislation and regulation of professions	<ul style="list-style-type: none"> • Communication with country associations where profession is not regulated to determine assistance 	<ul style="list-style-type: none"> • Formal communication 	<ul style="list-style-type: none"> • Sec, P, VP 	
6. Constitutional changes	<ul style="list-style-type: none"> • Update and correct constitution 	<ul style="list-style-type: none"> • New constitution submitted to council 	<ul style="list-style-type: none"> • VP, T 	
7. Review of educational standards and benchmarking	<ul style="list-style-type: none"> • Benchmark current standards against other similar review organisation (process and proportionality) • Revise current standards as appropriate 	<ul style="list-style-type: none"> • Aligned standards to national and international chiropractic educational Standards as appropriate 	<ul style="list-style-type: none"> • CQA 	