

**Approval of the Application
by Engineering Degree Commission (CTI)
for Renewal of Inclusion on the Register**

Register Committee
[4-5 November]

Ref. RC25/A72

Ver. 1.0

Date 2019-11-07

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Application of:	23/03/2018
Agency registered since:	18/11/2010
External review report of:	20 June 2019
Review coordinated by:	ENQA - European Association for Quality Assurance of Higher Education
Review panel members:	Rudy Derdelinckx (chair), Hannele Niemi (academic), Matthew Kitching (student), Maiki Udam
Decision of:	05/11/2019
Registration until:	30/06/2024
Absented themselves from decision-making:	N/A
Attachments:	<ol style="list-style-type: none"> 1. Confirmation of eligibility, 02/05/2018 2. External Review Report, 20/06/2019 3. Applicant's statement on the report, 05/07/2019 4. Request to the Review Panel, 16/08/2019 5. Clarification by the Review Panel, 19/09/2019

1. The application of 23/03/2018 adhered to the requirements of the EQAR Procedures for Applications.
2. The Register Committee confirmed eligibility of the application on 02/05/2018 having considered clarification received from CTI on 26/04/2019.
3. The Register Committee considered the external review report of 20/06/2019 on the compliance of CTI with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG, 2015 version).
4. The Register Committee further considered the statement of CTI to the review report of 05/07/2019.
5. The Register Committee sought and received clarification from the chair of the review panel.

Analysis:

6. In considering CTI's compliance with the ESG, the Register Committee took into account:

- *initial accreditation of study programmes in engineering of French institutions, in France and abroad;*
- *programme accreditation of existing programmes in engineering of French and foreign institutions, in France and abroad;*
- *quality labels of French and foreign institutions (CeQuInt).*

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7. The Register Committee found that the report provides sufficient evidence and analysis on CTI's level of compliance with the ESG.

8. With regard to the specific European Standards and Guidelines, the Register Committee considered the following:

ESG 2.1 Consideration of internal quality assurance

9. The Register Committee noted that following the site-visit of its external review, CTI prepared and published (in February 2019) a new version of its standards and guidelines (R&O) for the accreditation of study programmes. While the revised R&O is expected to take into account the (minor) shortcomings identified by the panel in CTI's coverage of ESG Part 1, these changes have not been included in the application to EQAR, nor reported via change report.

10. **The Register Committee therefore underlined that CTI is expected to report such substantial changes in its methodology immediately after they are adopted¹. CTI is thus expected to provide without delay a change report providing further information i.e. mapping of its new R&O against ESG Part 1.**

ESG 2.4 Peer-review experts

11. In its previous decision the Register Committee flagged CTI's involvement of students in some of its review panels.

12. The Register Committee noted that CTI works together with the French engineering students' association, to ensure that CTI systematically nominates student experts in all its regular programme evaluations.

13. **The review panel also confirmed that in its CeQuInt evaluations, CTI's panel include among its four experts also a student.**

ESG 2.5 Criteria for outcomes

14. The panel's analysis show that while the standards and criteria for accreditations are explicit and published, there are no clear deliberation rules detailing the basis upon which a specific decision is made and therefore concluded that consistency may not always be assured.

15. In its response to the review report, CTI stated that it has taken a number of steps towards more consistency i.e. developing a new reporting

¹ See EQAR change report policy and form at:
<https://www.eqar.eu/register/reporting-and-renewal/>

template and updating its compliance table. The agency further declared that it will revise its rules for decision making for its different types of evaluation procedures following the analysis of its decision-making (after January 2020).

16. The Register Committee welcomed the steps taken by the agency to address the shortcomings in ensuring consistency in its decision making but noted that the changes have not yet come into effect. The Register Committee therefore concurred with the panel’s conclusion that CTI complies only partially with ESG 2.5.

ESG 2.6 Reporting

17. In its previous decision the Register Committee flagged CTI’s practice of not publishing in full its review reports and not publishing its accreditation decisions.

18. The panel’s analysis show that the agency’s practice it is to still publish summary evaluation reports. While the summary includes the decision, the main findings and recommendations of the review, the agency does not publish the full detailed evaluation results, called “minutes”. CTI argued that it be difficult to ensure the consistency in the style and length of the different panel reports if it were to publish it in full, and that it would prove to be less valuable to its intended readership, including the reviewed higher education institutions which appreciate concise reports.

19. In view of the panel’s recommendations of publishing the full accreditation reports, the agency stated that it has taken the decision that within the 2019-2020 external review campaign to make available the full reports for those higher education institutions that agree to having their report published (on a voluntary basis). CTI added that starting with its 2020-2021 external review campaign, that the agency is committed to publishing in full from that point all its review reports.

20. The Register Committee acknowledged the actions taken by the agency towards the full publication of its reports, but stressed that the flag has not been addressed. As the agency does not currently meet the requirements of the standard (to publish full reports) at the Register Committee agrees with the panel’s conclusions that CTI complies only partially with ESG 2.6.

ESG 3.1 Activities, policy and processes for quality assurance

21. The Register Committee noted that the legal regulation over CTI’s governing structure limits the involvement of students in the agency’s formal bodies.

22. The Committee has asked the panel to clarify whether the agency has taken any steps towards changing its legal framework and involving students in its governance.

23. In its clarification response the panel emphasised the positive collaboration and involvement of students in the work of CTI but also

admitted that students are not involved in the final decision making processes of CTI. The panel noted that students participated in the work of CTI as part of review panels, meetings and training activities along with CTI members and that the student union is consulted in the revision of CTI's frameworks and guidelines.

24. The panel argued that the involvement in CTI's 'committee' would be very time consuming, as members fulfil the equivalent of one fourth to one half of a full time position and that in practice this would not lead to a significant increase in students participation.

25. The panel concluded therefore that, given the reactions of all stakeholders, including the students, CTI was in (full) compliance with ESG 3.1.

26. Given that CTI in practice ensures the regular consultation of students, considering that students did not request to be represented in the CTI's Commission and due to their limited capacity to meet the expected workload, the Register Committee was therefore able to concur with the panel's conclusion that CTI complies with the standard.

27. The Committee further concurs with the panel's remarks that students (and international experts) can add value to the governance of CTI, even though their expected overall workload for CTI could be more limited. The Register Committee also underlined the recommendation of the panel to recognise the official status of students in CTI's governance. The Committee added, that in order to allow for the possibility of students' involvement in the governance of CTI, a change in the legislative restrictions should be considered.

ESG 3.3 Independence

28. Considering the organisational independence, the panel's findings show that CTI outsources its accounting and management of human resources to the Conference of Deans of French Schools of Engineering (CDEFI), an organisation that represents the engineering schools that CTI accredits. CTI also shares its premises and one staff member with CDEFI.

29. Considering the close interlinkage between CDEFI and CTI, the Register Committee asked the panel to elaborate how the agency ensures its operational and organisational independence.

30. Regarding the operational independence the panel responded that procedures and methods are defined by CTI's committees on the basis of preparatory work of working groups and that third parties are not involved in this processes. The panel was convinced on the basis of the self-assessment report and the meetings with representatives of CTI and its stakeholders, that independence was guaranteed.

31. The panel commented that the financial administration of CTI is separate from the administration of CDEFI and while CDEFI administrates

the contracts and selection of personnel, that the daily management of the staff are the responsibility of CTI alone.

32. Considering the organisational independence, the panel argued that the independence of CTI from CDEFI remains guaranteed based on a signed agreement (as of June 2015) between the two organisation. The agreement defines the tasks expected from CDEFI and CTI, the annual fee in detail and stipulates how the independence of CTI and of CDEFI remains guaranteed.

33. The panel added that the sharing of renting facilities in the same building is considered by all parties the panel spoke with as very positive.

34. Having considered the clarifications from the panel, the Register Committee was therefore able to follow the panel’s conclusion that CTI complies with ESG 3.3.

35. For the remaining standards, the Register Committee was able to concur with the review panel’s analysis and conclusion without further comments.

Conclusion:

36. Based on the external review report and the considerations above, the Register Committee concluded that CTI demonstrated compliance with the ESG (Parts 2 and 3) as follows:

Standard	Review panel conclusion	Register Committee conclusion
2.1	Full compliance	Compliance
2.2	Full compliance	Compliance
2.3	Substantial compliance	Compliance
2.4	Full compliance	Compliance
2.5	Partial compliance	Partial compliance
2.6	Partial compliance	Partial compliance
2.7	Full compliance	Compliance
3.1	Full compliance	Compliance
3.2	Full compliance	Compliance
3.3	Full compliance	Compliance
3.4	Full compliance	Compliance
3.5	Full compliance	Compliance
3.6	Full compliance	Compliance
3.7	(not expected)	Compliance (by virtue of applying)

37. **The Register Committee considered that CTI only achieved partial compliance with some standards. In its holistic judgement, the Register Committee concluded that these are specific and limited issues, but that CTI continues to comply substantially with the ESG as a whole.**

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38. The Register Committee therefore approved the application for renewed CTI's inclusion on the Register. CTI's renewed inclusion shall be valid until 30/06/2024².

The Register Committee further underlined that CTI is expected to address the issues mentioned appropriately and to resolve them at the earliest opportunity.

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² Inclusion is valid for five years from the date of the external review report, see §4.1 of the EQAR Procedures for Applications.



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Commission des Titres d'Ingénieur (CTI)

44 rue Cambronne

Marie-Jo Goedert

75015 Paris

France

Brussels, 2 May 2018

Confirmation of Eligibility: Application for Inclusion on the Register

Application no. A72 of 23/03/2018

Dear Marie-Jo,

We hereby confirm that the application by CTI for renewal of registration is eligible.

Based on the information and draft terms of reference provided, the external review coordinated by ENQA - European Association for Quality Assurance of Higher Education fulfils the requirements of the EQAR Procedures for Applications.

In order to prepare the deliberations of the Register Committee on the eligibility of the application and CTI's activities within the scope of the ESG, EQAR contacted CTI via telephone on 4/26/2018 to clarify the matter regarding CTI's award of quality labels.

We confirm that the following activities of CTI are within the scope of the ESG:

- *initial accreditation of study programmes in engineering of French institutions, in France and abroad;*
- *programme accreditation of existing programmes in engineering of French and foreign institutions, in France and abroad.*

In the application form, CTI stated that it did not consider

- *evaluation of French and foreign engineering programmes in order to award quality labels to be within the scope of the ESG.*

We considered the information provided and came to the conclusion that this activity is within the scope of the ESG as it follows predefined processes that involve evaluating or assessing programme against a set of existing criteria and the activities are substantially concerned with teaching and learning in higher education (see Use and Interpretation of the ESG1).

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EQAR Founding Members:



Please ensure that CTI's self-evaluation report covers all the aforementioned activities including the award of quality labels.

We further remind you that the following issues were flagged when CTI's registration was last renewed and should be addressed in your self-evaluation report and external review report:

ESG 2.6: Reports [ESG 2005: standard 2.5]

It should be addressed whether CTI has moved to publish the full site visit report along with the accreditation report and decision.

ESG 2.4: Peer review experts [ESG 2005: standard 3.7]

It should receive attention whether and how CTI involves students on the expert groups in non-standard evaluation missions.

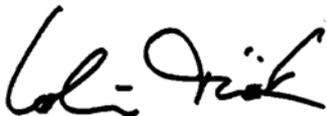
We confirm that collaboration with professional engineering bodies and participation in framework partnership agreements are not activities within the scope of the ESG.

While these activities are not relevant to your application, it is CTI's choice – in agreement with the review coordinator – whether those activities should be commented upon by the review panel.

We will forward this letter to ENQA in its capacity of the coordinator of the external review. At the same time we underline that it is CTI's responsibility to ensure that the coordinator and review panel take account of the present confirmation, so as to ensure that all activities mentioned are analysed by the panel.

This confirmation is made according to the relevant provisions of the EQAR Procedures for Applications. CTI has the right to appeal this decision in accordance with the Appeals Procedure; any appeal must reach EQAR within 90 days from receipt of this decision.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Colin Tück'.

Colin Tück
(Director)

Cc: ENQA (coordinator)

CTI's response regarding the areas for development listed in the ENQA review report of June 20th 2019

ESG	ENQA judgements	ENQA recommended areas for development	CTI's implementation of the recommendations as of July 2019
<p>2.3 Implementing processes</p>	<p>Substantially compliant</p>	<p>The panel recommends that CTI develops follow-up procedures also in case of full accreditation. In order to limit administrative burden, CTI and HEIs might consider taking use of existing publication tools (e.g., conferences, certified data). The methods for follow-up should be implemented so that quality culture at the institutions will be further developed.</p>	<p>At their plenary session on April 17th 2019, CTI members validated a new follow-up procedure for programmes that were granted a full five year accreditation.</p> <p>From the 2019-2020 campaign on, the concerned HEIs will have to submit an intermediate self-assessment between two periodical reviews. This follow-up report will take the form of a table listing CTI's guidelines for improvement and the implemented changes or the action plan for further improvements. These follow-up reports will be analysed by a CTI member or expert who - where possible - will have participated in the last periodical review. CTI's plenary session will decide on a judgement regarding the follow-up report. The follow-up report and CTI's judgement will be part of the documents taken into account for the following periodical evaluation procedure.</p> <p>Apart from this measure that implements the ENQA panel's recommendation, CTI wishes to stress other means to sustain the development of a quality culture in the HEIs:</p> <ul style="list-style-type: none"> - In 2012, CTI put into place an "indicator survey" that must be filled in on an annual basis by the institutions and certified by the head of the HEI. These "certified data" cover all essential aspects of a programme, from information on admission to feedback on employment. The certified data represent a useful tool for self-evaluation by the institutions; they can easily highlight the progress made and/or any inconsistencies. CTI considers the certified data as an efficient form of annual follow-up for all institutions. The annual certified data of each HEI are published on CTI's website. - In 2018, CTI added a new section in the questionnaire where the HEI has to describe its internal quality assurance and may add examples of good practice. This encourages the HEI to update and develop its quality culture on a regular basis. - On the other hand, it may be stressed that the updated 2019 version of CTI's guidelines and criteria encourages the HEIs to submit the evidences of their compliance with the criteria via an online tool "portfolio". The aim of a portfolio is to be updated on a permanent basis and to thus further the HEIs' internal quality assurance.

<p>2.5 Criteria for outcomes</p>	<p>Partially compliant</p>	<p>For improved consistency of decisions, CTI is recommended to develop the deliberation rules and criteria for decision-making explicitly. They do not need to be mathematical but should still give a clear indication for the different types of decisions.</p>	<p>As stated in its self-assessment report, CTI itself had identified the consistency of the outcomes of an evaluation procedure as a major issue for improvement. A working group was set up in 2016-2017 that started working on a new template for the panel report that included a table listing the major criteria and an evaluation of the programme's compliance with each of them.</p> <p>The new template for the panel reports and the table of compliance with the major criteria was used during a pilot phase in 2017-2018 and 2018-2019.</p> <p>After an analysis of the outcomes of the pilot phase, CTI's plenary session validated on its session on April 17th 2019 following updated tools for CTI, starting during the 2019-2020 campaign:</p> <ul style="list-style-type: none"> - A new template for a publishable panel report (see below). - An updated table with the major criteria and an evaluation of the programme's compliance with each of them that will be used as a tool for the decision making. - In spring 2019 CTI started to compare the consistency of its decisions with regard to the table. This analysis will proceed until January 2020 and the result will allow CTI to define clear rules for the decision making for the different types of results of an evaluation procedure. The rules will be applicable from the 2020-2021 campaign on.
<p>2.6 Reporting</p>	<p>Partially compliant</p>	<p>CTI is recommended to intensify efforts regarding the new template for panel reports in order to increase redactional uniformity and coherence. Full reports should be publishable in a short period, given the fact that this recommendation already exists since the previous ENQA review.</p>	<p>The working group on the consistency of decision making (see above) was also assigned to work on ENQA's recommendation to publish the full evaluation reports including the panel reports.</p> <p>A new template for the panel reports worked out by the working group and validated by CTI's plenary session was used during a pilot phase in 2017-2018 and 2018-2019.</p> <p>After an analysis of the outcomes of the pilot phase, CTI's plenary session validated on its session on April 17th 2019 a new template for publishable panel reports that will be used for all procedures, starting in 2019-2020.</p> <p>As regards the publication of the panel reports, the 2019-2020 campaign is considered as a transitory phase and the publication will be applicable on a voluntary basis only to those HEIs that agree to participate in the new procedure.</p> <p>CTI commits to publish all panel reports from the 2020-2021 campaign on.</p> <p>Furthermore, in June 2019 CTI decided to restructure its permanent staff team and the recruitment of two new staff members is currently being undertaken. From autumn 2019 on, the tasks of three permanent staff members will include the harmonization of the evaluation reports (uniformity of style and coherence of contents).</p>

Brussels, 12 September 2019

Application by CTI for renewal of registration on EQAR

Dear Rudy,

The Commission des Titres d'Ingénieur (CTI) has made an application for renewal of registration on the European Quality Assurance Register for Higher Education (EQAR).

We are contacting you in your capacity as chair of the panel that prepared the external review report of 20/06/2019 on which CTI's application is based.

The EQAR Register Committee's rapporteurs have been considering the application and the external review report. We would be obliged if you could clarify, in consultation with the panel members as necessary, some matters in order to contribute to the consideration of CTI's application.

ESG 3.1

The external review report noted that students are not part of CTI's governance because of legislative restrictions and suggested that involvement of students as stakeholders could add value to the governance of CTI.

As the panel concluded that CTI was in full compliance with the standard, could you please clarify whether the agency has taken any steps towards involving students in its governance?

ESG 3.3

We noted that CTI outsources its accounting and management of human resources to the Conference of Deans of French Schools of Engineering (CDEFI) and shares its premises and one staff member with CDEFI.

Considering that CDEFI represents the engineering schools that CTI accredits, could you please elaborate whether the panel considered how

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the agency ensures its operational and organisational independence in the light of these arrangements?

We would be grateful if it was possible for you to respond by 29 September 2019, and we would appreciate if you get in contact with us should that not be feasible.

Please note that EQAR will publish this request and your response together with the final decision on CTI's application. We, however, kindly ask you to keep information related to the application confidential until the final decision has been published.

We acknowledge that it might not be possible to clarify all of the above. However, we appreciate your assistance and I shall be at your disposal if you have any questions in relation to this request.

Kind regards,

A handwritten signature in black ink, appearing to read 'Colin Tück'.

Colin Tück
(Director)

Cc: Maiki Udam (panel secretary)
ENQA (coordinator)
CTI

Review CTI June 2019

Reaction to the questions of EQAR

Question 1:

ESG 3.1

“The external review report noted that students are not part of CTI’s governance because of legislative restrictions and suggested that involvement of students as stakeholders could add value to the governance of CTI.

As the panel concluded that CTI was in full compliance with the standard, could you please clarify whether the agency has taken any steps towards involving students in its governance.”

Standard

Agencies should undertake external quality assurance activities as defined in Part 2 of the ESG on a regular basis. They should have clear and explicit goals and objectives that are part of their publicly available mission statement. These should translate into the daily work of the agency. Agencies should ensure the involvement of stakeholders in their governance and work.

Guidelines

... the goals and objectives of the quality assurance activities are described and published along with the nature of interaction between the agencies and relevant stakeholders in higher education, especially the higher education institutions, and the scope of the agencies’ work. The expertise in the agency may be increased by including international members in agency committees

EQAR interpretations

19. The involvement of stakeholders should be organized in a way that ensures the agency's independence (see ESG 3.3).

Reports should at least demonstrate how stakeholders are involved in the agency.

Response of the panel

The panel was convinced on the basis of the SAR and the meetings with CTI and its stakeholders, especially the students, that CTI’s EQA activities were fully in line with the standards in part 2 of the ESG on a regular basis, that CTI has clear and explicit goals and objectives, that are part of its mission statement, that was published on its website. These goals and objectives are well known by its stakeholders, among which students. International members were involved in nearly all assessments. Furthermore, it became clear to the panel that involvement of stakeholders was organized in such a way, that the agency’s independence was guaranteed.

Regarding the involvement of students, the panel noted that students were fully participating in the work of CTI, through their participation in review panels, their meetings and training activities with CTI members, their participation in external events organized by CTI. Both CTI, the representatives of the student organizations and the students that were involved in review panels acknowledged the positive collaboration and involvement of students in the work of CTI.

Due to the French legislation on higher education students are not participating in the governance of CTI. As is stated in the law, the 'commission' of CTI consists of 32 members, of which 16 are proposed by higher education institutes and 16 by industry. Therefore students are not involved in the final decision making processes. However, they are considered as full members of the review panels and as such have an important role in the outcomes of the assessments. Furthermore, the student union is consulted about the working of CTI and in case of revision of frameworks and guidelines. In the meeting of the panel with the students, the students were fully satisfied about their role in the activities of CTI, especially in the external assessments, and acknowledged that they were considered as full partners in review panels. The contacts they have with CTI members were very satisfying as well. Regarding the potential participation in CTI's governance, they acknowledged that it would strengthen their official status, but that in practice it would not lead to a significant increased participation in CTI's decision making. They also mentioned that participation in CTI's 'committee' was very time consuming, as CTI committee members fulfil the equivalent of one fourth to one half of a full time position (depending on their role in the organization). This commitment in general exceeds the availability of regular students. The representatives of the students that the panel spoke with, therefore were very satisfied with their role in CTI.

The panel concluded therefore that, given the reactions of all stakeholders, including the students, CTI was in full compliance with ESG 3.1. It however suggested though, in order to improve the official position of the students, to include students in CTI's governance. Since the composition of CTI's committee is regulated by law, the suggestion of the panel must be seen as an advice to the minister of higher education. The CTI board and members and the stakeholders, the panel spoke with, were willing to discuss this suggestion with the ministry, also taking into account the expected workload for CTI members.

Question

ESG 3.3

We noted that CTI outsources its accounting and management of human resources to the Conference of Deans of French Schools of Engineering (CDEFI) and shares its premises and one staff member with CDEFI.

Considering that CDEFI represents the engineering schools that CTI accredits, could you please elaborate whether the panel considered how the agency ensures its operational and organisational independence in the light of these arrangements?

Standard

Agencies should be independent and act autonomously. They should have full responsibility for their operations and the outcomes of those operations without third party influence.

Guidelines

Autonomous institutions need independent agencies as counterparts.

In considering the independence of an agency the following are important:

- Organizational independence, demonstrated by official documentation (e.g. instruments of government, legislative acts or statutes of the organization) that stipulates the independence of the agency's work from third parties, such as higher education institutions, governments and other stakeholder organizations;
- Operational independence: the definition and operation of the agency's procedures and methods as well as the nomination and appointment of external experts are undertaken independently from third parties such as higher education institutions, governments and other stakeholders;
- Independence of formal outcomes: while experts from relevant stakeholder backgrounds, particularly students, take part in quality assurance processes, the final outcomes of the quality assurance processes remain the responsibility of the agency.

EQAR interpretations

...

21. Where an agency's independence is not obvious from its structures and status, the Register Committee expects that the external review panel considers in greater detail how operational independence is safeguarded in practice.

22. The integrity of expert groups' reports should be ensured by preventing undue influence of stakeholders on the findings, analysis, conclusions and recommendations, and that the body which takes (accreditation, audit, etc.) decisions after external QA activities, operates independently and without political or other undue influence.

Reports should at least demonstrate:

- How the agency's organizational independence is demonstrated by official documentation.
- How the agency operates independently de facto, especially in terms of defining procedures and methods as well as nomination and appointment of experts.
- How the agency ensures that the outcomes of its quality assurance processes are its independent responsibility.

Reaction of the panel

Regarding the operational independence and the independence of formal outcomes the panel was convinced on the basis of the self-assessment report and the meetings with representatives of CTI and its stakeholders, that independence was guaranteed. Formal outcomes are sole responsibility of CTI 'committee' and are based on assessments by independent review panels. Procedures and methods are defined by CTI committee on the basis of preparatory work of working groups. Staff members of third parties are not involved in this processes.

Regarding the organizational independence, the panel noticed that CTI was supported by external organizations for some administrative tasks. Two part time staff members from the ministry of higher education are responsible for the registry activities. They establish the calendar for the accreditation campaigns, register the applications, the self-evaluation reports and the follow-up reports from the institutions, as well as the evaluation reports of the CTI, they propose the agenda, on the instructions of the CTI president, and write the minutes of the plenary sessions. They also prepare the annual decree in the *Journal officiel* of the French republic, listing all the officially accredited programmes. These activities are purely administrative, are also linked to the tasks to be carried out by the government and do not compromise in any way the organizational and operational independence, nor do they interfere in decision making processes.

Next to the Registry, CTI also collaborates with CDEFI, the umbrella organization of engineering HEI, for some administrative purposes. CTI outsources its accounting and management of human resources contracts to CDEFI. A signed agreement between CTI and CDEFI indicates the annual fees and ensures the decision-making independence of CTI and total and mutual transparency with CDEFI. The CDEFI staff working for CTI is equivalent to 1 full-time person.

The outsourced activities are purely administrative and logistic: the accounting administration of CTI and the administration of contracts, including insurances. These activities correspond to one FT equivalent. The signed Agreement of June 2015 between CTI and CDEFI defines the tasks expected from CDEFI and CTI and the annual fee in detail. It also stipulates how the independence of CTI and of CDEFI remains guaranteed. The Agreement lasts for five years and is a continuation of the previous Agreement of 2010. The administrative tasks carried out by CDEFI staff are defined in detail in annexes 1 and 2 of the Agreement. Budgets and spending of CTI need approval of CTI president. The financial administration of CTI is separate from the administration of CDEFI. Although CDEFI administrates the contracts, the selection of personnel, the financial agreements with them and daily management of the staff are the responsibility of CTI alone. Personnel of CDEFI carrying out outsourced activities are not involved in any assessment activities, in operational activities of CTI staff or in decision making processes. Therefore operational and organizational independence is guaranteed.

The fact that CTI and CDEFI are renting facilities in the same building is considered by all parties the panel spoke with as very positive, it facilitates communication, has a positive effect on budget, and

leads to administrative benefits, without compromising in any way the independence of both organizations.

Rudy Derdelinckx, Maiki Udam, Hanne Niemi, Matthew Kitching