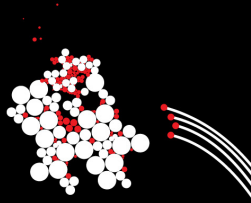


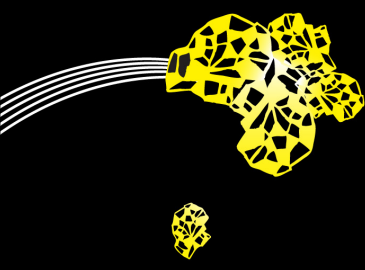


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Independent yet accountable
*Quality assurance agencies in their national contexts and
the role of key stakeholders*

Don F. Westerheijden
Session 2, Seminar 3, ENQA LDP
Barcelona, 2018-11-06



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- This session: Introduction and group discussion

Legal arrangements and social realities

- Not all Q.A.A.s in Europe are state agencies, but many are
 - Legitimised by legal status
 - Empowered by legal status
- For private agencies: How to achieve legitimacy in society (and government)?
- How to maintain independence, avoid capture?
 - In procedures/processes
 - In judgements
- Independence from whom?
 - who are the Q.A.A.'s stakeholders?

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What are stakeholders for?

- Broad definition: 'any group or individual who can affect or is affected by the achievement of the organization's objectives'

Freeman, R. E. 1984. *Strategic management: A stakeholder approach*. Boston: Pitman.
- Value chain: suppliers and customers of the Q.A.A.

Stakeholder characteristics

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Stakeholder relations to the Q.A.A.

Mitchell, Ronald K. , Agle, Bradley R., & Wood, Donna J. (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *Academy of Management Review*, 22(4), 853-866, p. 874

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Quality assurance agencies and their stakeholders

1. What are power, legitimacy and urgency of these stakeholders?
2. Who are your core stakeholders?
3. Do you have different core stakeholders for different tasks?
4. Are there other salient stakeholders?

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