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Working and leading in a quality assurance agency
Roles, tasks, challenges

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1

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Working in and “leading” quality assurance teams

- Within the agency
- and in external reviews




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From the previous seminars to reality

- The Competing Values Framework showed you your colours when working
- We talked about how colours might affect organisation and team composition
- ...but you have to work with a given set of colleagues
- ...and with evaluation panels
- ...in a context where stakeholders may exert influence on your agency and on you

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Relations to stakeholders: hierarchy, market and network

<h3>Hierarchy</h3> <ul style="list-style-type: none"> ▪ Long-term relationships, stable ▪ Rule-based interaction ▪ Power and authority differ 	<h3>Market</h3> <ul style="list-style-type: none"> ▪ Short-term relations, fleeting ▪ Anonymous interaction: price ▪ Equal power supplier–buyer
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Network
‘many organizations interacting to get their job accomplished’

- Long(ish) relationships between ‘nodes’
- Different positions but no hierarchy
 - Density, centrality
- The ‘strength of weak ties’:
 (quasi-)monopoly to link ‘strong’ networks (‘bubbles’)

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Internal, frequent

External, frequent

Tasks for mid-level leadership in quality assurance agencies (1/2)

- Ensure progress along timelines of evaluation → efficiency
- Nudge colleagues into homogeneous application of tools/standards
- Informal leadership based on experience: share experience, advise or mentor colleagues (upon request); advise senior leaders
- "Animate" working groups on specific topics
- Lead/coordinate evaluation teams
- Get to know S-W of evaluators, likes & dislikes for team composition → compose evaluation teams
- Find new evaluators (academic, professional, students)
- Contacts with HE Institutions for evaluations
- Public relations: with HEIs, politics, general public, ...

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5

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Internal, less frequent

In-/external, occasionally

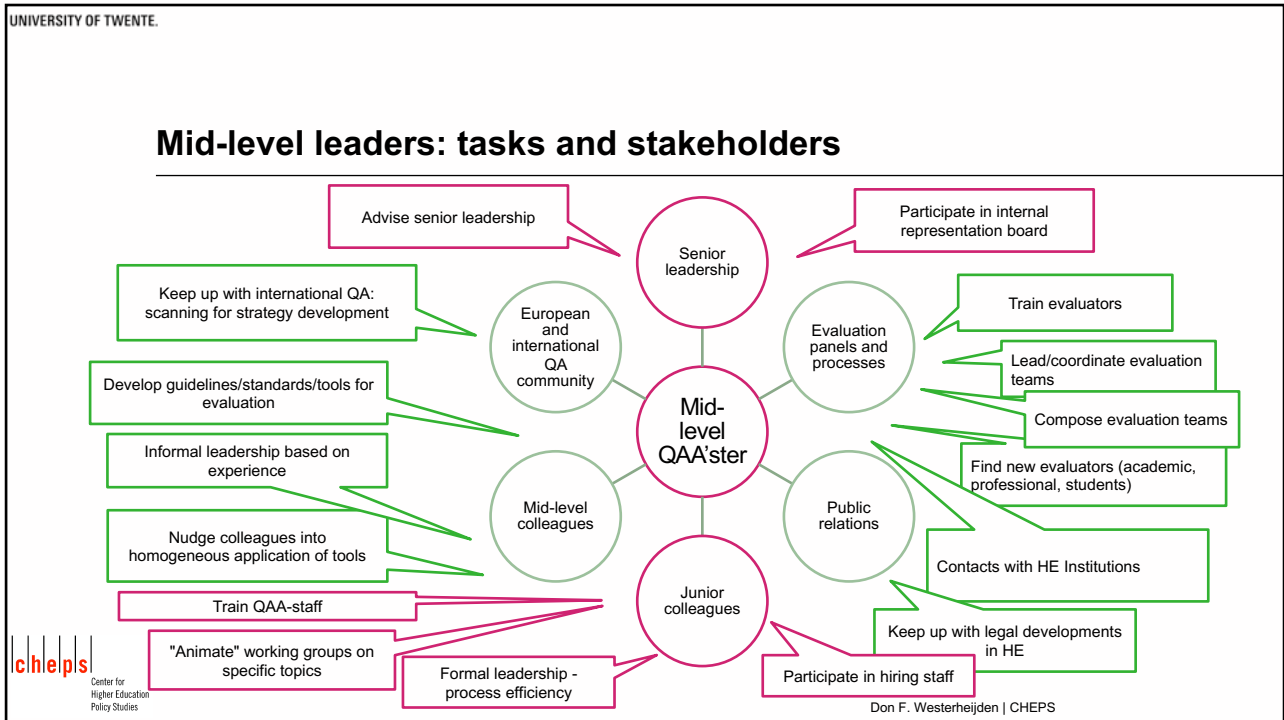
Tasks for mid-level leadership in quality assurance agencies (2/2)

- Provide training to evaluators/QAA-staff
- Staff recruitment (participation in hiring)
- Lead (small) team of QAA-Staff
- Participate in internal representation board
- Keep up with legal developments in HE
- Keep up with international QA: scanning for strategy development of the QAA
- Participate in developing guidelines/standards/tools for evaluation (external + self-evaluations)
- Specific focus in QA, e.g. institutional vs. programme, or a specific discipline, or a theme (e.g. inclusiveness)

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6



7