



European Association for
Quality Assurance in Higher Education

ENQA Leadership Development Programme 2023

Registration is now open for the 2023 ENQA Leadership Development Programme. The Programme is designed to provide an intensive European peer-learning experience for high-potential professional staff in member and affiliate quality assurance agencies. It is a unique opportunity for QA agencies to offer their staff targeted training in an international environment.

About the Programme

The Programme was first launched in 2018 and following high participant satisfaction from three rounds of the programme so far, ENQA has launched a fourth edition, which is now ready for registrations!

ENQA is continuing its successful collaboration with the **Center for Higher Education Policy Studies (CHEPS)**, University of Twente, the Netherlands as the programme leader. CHEPS is one of Europe's leading higher education research centres and has two decades of experience in higher education leadership development, including running an annual leadership development programme for the European Consortium of Innovative Universities (ECIU) since 2006. Harry de Boer and Daniela Craciun will be the programme facilitators, and the programme will also draw on the expertise of host quality assurance agencies and other experts. It will also include interviews with senior ENQA and host agency staff as well as ENQA Board members.

The programme consists of **three two-day seminars¹ and small-group projects**:

- **Seminar I** hosted by A3ES in Lisbon, **24-26 May 2023**: "Trends and developments in higher education – the context for QA agencies"
- **Seminar II** hosted by NOKUT in Oslo, **20-22 September 2023**: "Organisational culture in higher education"
- **Seminar III** hosted by VLUHR in Brussels, **15-17 November 2023**: "Formal and informal leadership in QA agencies"
- **Small group projects**: Participants will commit to undertaking a small-scale, focused project related to European quality assurance and quality enhancement in teams of four participants from different countries. Each team will be allocated a mentor from among ENQA member agencies. The work to complete the project will be carried out by the team primarily between the seminars (the tasks will be introduced in the first seminar, and a project presentation will be made by each group at the end of the third seminar). The project usually will involve no more than four days of work for each team member. The project teams may decide to work at a distance, or to organise meetings as they wish (for example, arriving early or staying later for seminar two).

¹ The seminars are spread over three days.

Objectives

- Expose participants to **up-to-date information and reflection on key developments** in the European Higher Education Area as well as to important international higher education trends, and the impact these have on QA and the work of agencies
- Support participants in enhancing their understanding of **leadership skills and competences in the specific context of QA agencies**, including the complexities of stakeholder cooperation
- Provide mid-level QA agency professional staff with an opportunity to exchange with colleagues in similar positions in other European countries, and to work together between seminars in project groups on a **small-scale, focused project** related to European quality assurance and quality enhancement
- Enable participants to **visit three European QA agencies** and to learn from their leaders

Programme design and learning approach

The programme is based on **guided peer-learning**, including **structured experiential learning opportunities** designed to tap into the rich experience of the participants (in a group of 20 participants there will be over 100 years of experience – an invaluable resource for participants to draw on). Specially designed **higher education simulation games** have proved to be an effective way of doing just that, and three such games will be included in the programme².

The programme will have a primary focus on specific professional competencies: higher education system knowledge; quality assurance and enhancement; team leadership; the development of project management experience (the small group projects); influencing/negotiating skills and problem solving (the simulation games); and social skills (highly interactive sessions, peer learning in an international environment).

For the success of the programme, the participation of everyone in each of the seminars is essential. By signing up for the programme, the participants commit to attending all three seminars. Participants who complete the programme receive a certificate co-signed by CHEPS and ENQA.

Target group

The programme has been designed for **mid-level professional staff** with more than five years of relevant experience who are seen by their agencies to have **high potential**. Participants should have their involvement endorsed by the senior leadership of their agency. Participation is open to staff from both ENQA member and affiliate agencies. The number of participants from an agency is generally limited to two per programme and the size of each programme group is a maximum of 20 participants.

² The simulation games are set in *Imaginalia*, a fictional country developed for a series of nine higher education simulation games created by CHEPS (Jon File) for the LH Martin Institute for Tertiary Education Leadership and Management at the University of Melbourne. These simulations (and their predecessors) have been played by more than 1500 participants from over 50 countries.



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Participation fee

The participation fee for the programme, including attendance to all three seminars, is € 1 750. The participants' agencies are also expected to cover the costs of travel and accommodation during the seminars.

Registration

To register to participate in the Programme, please fill in the application form: <https://www.surveymonkey.com/r/ENQALDP2023>.

Through the form you will be asked to upload:

- A CV
- A short (max. 1 page) letter of motivation, explaining your interest in the Programme
- A letter from your line manager or CEO of your agency confirming their support for your participation

The deadline to register is 24 April 2023. Registrations will be approved on a rolling basis up to a maximum of 20 participants. There will be an initial limit of two participants per agency, with additional applicants added to a waiting list in case spaces are available.

Fee-waiver scheme

In order to enable the participation of QA agency staff from agencies with fewer resources, the programme offers three fee-waivers (travel and accommodation costs remain the responsibility of the applicant and their sending agency).

To apply for the fee-waiver scheme, the agency should send an email with supporting documents to the ENQA Director Anna Gover at anna.gover@enqa.eu by **17 April 2023**. The waiver request should include:

- A motivation letter from the agency explaining why it is not able to cover the participation fee of the staff member and why their would be particularly important for the agency.
- A firm commitment from the agency to ensure participation of the staff member in all three seminars, as well as the small-group project, and a commitment to cover the additional costs related to travel and accommodation for the three seminars.
- Name and short CV/bio of the staff member, so that eligibility for the programme can be verified.

The ENQA Board will consider the requests for fee waivers and inform the applicant agencies of their decision by 24 April 2023. The fee waivers are awarded at the discretion of the Board and are not appealable. The waivers are limited to one per applicant agency. The fee-waiver scheme is open to ENQA member agencies only.