



ENQA Leadership Programme 2021-22

The ENQA Leadership Programme was first launched in 2018 as an initiative of the ENQA Board, which was followed by a successful second round in 2019-2020. Thanks to high participant satisfaction in the programme thus far, ENQA has launched a third edition, which is now ready for registrations!

The programme is designed to **provide an intensive European peer-learning experience for high-potential professional staff** in member and affiliate quality assurance agencies. The programme is a unique opportunity for QA agencies to offer their staff targeted training in an international environment!

ENQA has contracted the **Center for Higher Education Policy Studies (CHEPS)**, University of Twente, the Netherlands to be 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. Jon File (programme leader), Harry de Boer and Don Westerheijden will be the programme facilitators, but the programme will also draw on other experts selected by CHEPS, ENQA and the host quality assurance agencies. 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 NOKUT in Oslo, **2-4 June 2021**: “Trends and developments in higher education – the context for QA agencies”
- **Seminar II** hosted by ASHE in Zagreb, **1-3 December 2021**: “Leadership in higher education”
- **Seminar III** hosted by QQI in Dublin, **2-4 March 2022**: “Formal and informal leadership in Quality Assurance 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 drawn from different countries. Each team will have an ENQA Board or host agency appointed mentor. 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).² As a rule of thumb, the project 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 16h00 on Day 1 until 14h00 on Day 3

² The other task for participants outside of the seminars will be preparatory readings. This will be limited to no more than 30 - 50 pages per seminar. This is an important method of maximising the value of the time the group spends together by not using this to present information that can be read in advance.

Objectives of the ENQA leadership programme

- 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 programme.³ As Henry Mintzberg argues, thoughtful reflection on experience in the light of conceptual ideas is the key to leadership development.

In respect to the “ENQA quality assurance professional competencies framework”⁴, the programme will have a primary focus on: 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 of participants

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 are invited to participate by the senior leadership of their agency. Staff members with an interest in participating in the programme are welcome to bring this interest to the attention of senior leadership. 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 22 participants**.

³ 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.

⁴ <http://www.enqa.eu/indirme/papers-and-reports/occasional-papers/ENQA%20Competencies%20Framework.pdf>

Participation fee

The participation fee for the programme, including attendance to all three seminars, is € 1 700. The sending agencies are also expected to take care of and cover the costs of travel and accommodation during the seminars.

Fee-waiver grant 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 sending agency).

To apply for the fee-waiver scheme, the agency should send an email with supporting documents to the ENQA Director Maria Kelo at maria.kelo@enqa.eu by 4 September 2020. The waiver request should include:

- 1) A free format motivation letter from the agency explaining why it is not able to cover the participation fee of the proposed candidate and why the participation of the proposed staff member would be particularly important for the agency.
- 2) Name and short CV/bio of the proposed participants, so that eligibility for the programme can be verified.
- 3) A firm commitment from the agency to ensure participation of the proposed 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.

The ENQA Board will consider the requests for fee waivers and inform the applicant agencies of their decision by the end of September 2020. 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.