

ENQA Leadership Programme 2018

The first edition of the ENQA Leadership Programme is launched in 2018 as an initiative of the ENQA Board. The programme is designed to **provide an intensive European peer-learning experience for high-potential mid-level to early-senior professional staff** working in member quality assurance agencies.

The programme consists of **three two-day seminars**¹:

- Seminar One at AEQES in Brussels, 16 – 18 May: “Trends and developments in (European) higher education”
- Seminar Two at AAQ in Bern, 10 – 12 September: “Leadership and higher education”
- Seminar Three in the week of 5-9 November (place and exact dates TBC): “Formal and informal leadership in Quality Assurance Agencies”

The ENQA Board has contracted the **Center for Higher Education Policy Studies (CHEPS)**, University of Twente, the Netherlands to be the programme leaders. 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 and ENQA Board members.

Objectives of the ENQA leadership programme

- Expose participants to **up-to-date information and analyses on key developments** in the European Higher Education Area as well as to important international higher education trends
- Offer **a robust European policy framework** for QA agencies
- Give participants deeper **insight into the nature of HEIs as organisations** and the governance and leadership challenges these particular characteristics imply
- 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 to senior 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**
- Create **a network of contacts** amongst participants as well as a programme alumni group

¹ 16h00 on Day 1 until 14h00 on Day 3

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 100 to 200 years of experience as an invaluable resource to draw on). Specially designed **higher education simulation games** have proved to be an effective way of doing this and three such games will be included in the programme.² 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”³, the programme will have a primary focus on higher education system knowledge; on quality assurance and enhancement; on team leadership; and on 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).

Target group of participants

The programme has been designed for **mid-level and early-senior professional staff** with five to ten 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 draw 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**.

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. The projects are developed by ENQA and the host agencies in consultation with CHEPS. 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).⁴ 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).

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.

³ <http://www.enqa.eu/indirme/papers-and-reports/occasional-papers/ENQA%20Competencies%20Framework.pdf>

⁴ 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.