ENQA review:
focus on the role of the Chair

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(chaired reviews of VLHORA, PKA and ACSUCYL)
Primary roles and responsibilities
(adapted from the OAQ briefing pack)

the Chair has to:
• take overall responsibility for the functioning of the review, the assessment of the Agency against the ENQA membership provisions/ESG and the production of the review report

as well as defined Roles
• before .. the site visit
• during .. the site visit
• after .. the site visit

there are also (not in any formal briefing pack) some other - equally important – roles
(these are less easily ‘defined’ / ‘written down’)

attitudes and perceptions to be addressed ..

‘proportionate’ –
not heavy handed

It has to be serious
but .. it is not
the weight of the world

It isn’t only the young
who are imaginative and innovative
**before the site visit**

- liaise with the organising body and the Agency under review to establish a (provisional) timetable of activities for the site visit (in practice – the Secretary is often best placed to do the detailed planning/liaison)

- review the documentation provided by the Agency and any other information available prior to the site visit, to ensure it is complete and adequate for the needs of the panel

- **READ THE SER THOROUGHLY**

- contact with the other members of the panel
the site visit is ...

‘scary’ for ‘them’

a ‘car crash’
... waiting to happen!

an international incident
waiting to ‘explode’
during the site visit (1 – of 3)

at the pre(briefing) meeting for Panel members:

• get ALL panel members to discuss their ‘first impressions’ from the information received to –
  – agree the lines of enquiry to be pursued
  – perhaps – allocate approximate ‘areas of interest’ depending on panel member’s expertises

and the ‘unwritten bit’

• try to ensure that the team start to work together .. no ‘dominant individuals’ – right from the start

• check the ‘Ryanair principle’ .. best to ‘leave baggage at home!’ .. (can be ‘expensive’ )
During the site visit (2 - of 3)

During the formal site visit Chair all meetings and discussions to:
• ensure that ALL identified lines of inquiry are dealt with
• check that any new evidence made available is recorded
• ensure that ALL of the standards have been addressed by more than one session (‘triangulation’ of evidence)
• (make time for a quick summary agreement between sessions)

and the ‘unwritten bit’
• STICK TO THE TIMETABLE! NO ‘GOSSIPING’ !!
• ensure ALL panel members are involved – as equally as possible (may mean [politely] ‘sitting on’ someone – early on)
• ensure that any ‘party lines’ are NOT pursued (some will try !)
Timing is crucial!

for you ....
for them ....
and ..

for a break!

don’t let any ‘gas bags’
waste time!
during the site visit (3 - of 3)

at the end of the site visit

ensure that

• ALL OF THE STANDARDS have been addressed
• ALL PANEL ARE AGREED on ALL outcomes
• AND there is VALID EVIDENCE to support each decision
• the Secretary has a clear understanding of the agreed outcomes

and the ‘unwritten bit’ .. concerns the Chair’s ‘feed back’

• agree with the other Panel members what is going to be said
• and HOW it is going to be said ! (tone is important)
• DON’T be too specific and DON’T get into discussions
Some *does* and *don’ts*

don’t be ‘led astray’

don’t get ‘fogged in’

but be aware ..
you are a visitor

photos deleted
Confirming / gathering evidence

evidence is often ‘2\textsuperscript{nd} or even 3\textsuperscript{rd} order’ – reports / summaries of primary material seen / gathered by others

.. panels need to take care to avoid ‘distortions’

‘triangulation of evidence’ and its proper recording is .......  essential
After the site visit

- contribute to and comment on the Secretary’s initial draft
- ensure that ALL Panel members are involved in completion of the Draft Report that goes to the Agency
- carefully assess the Agency’s comments on the Draft Report
- agree with the Panel any final changes
- submit the Final Report - within the timescale allowed!

and the unwritten bit:

- some organisers may also ask for ‘feedback’ – ensure (like the report) that there is evidence for anything that is reported back
a couple of final thoughts

in my experience ...

  a well informed panel,
  working as a team,
  politely and constructively,
and treating others with dignity

  gets a lot more achieved

than a (poorly briefed / ‘know it all’) panel that tries to conduct an aggressive / confrontational site visit

(BUT !!!! (mais / pero / .. sometimes it can useful to play a little good cop / bad cop too!)
panels need ..

.. agreed
‘benchmarks’

used consistently