

ENQA Training Mannheim September 2012

The Role of the Review Chair

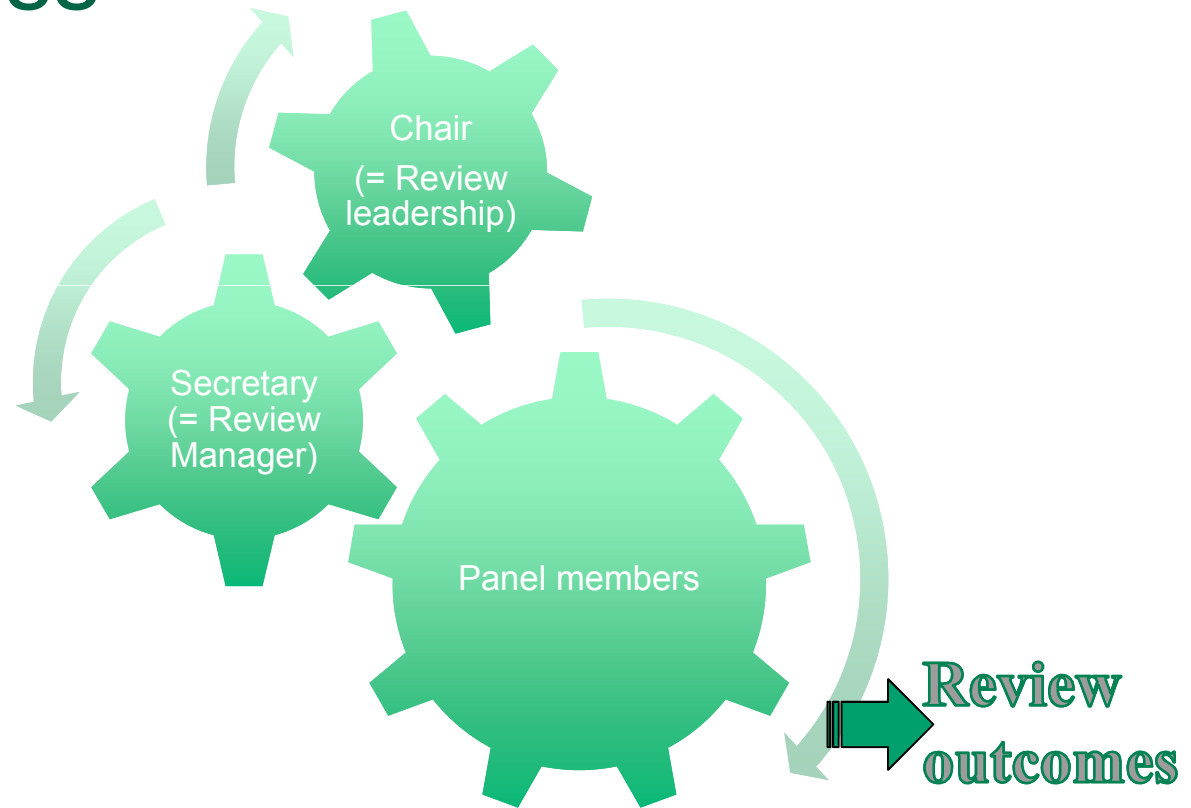
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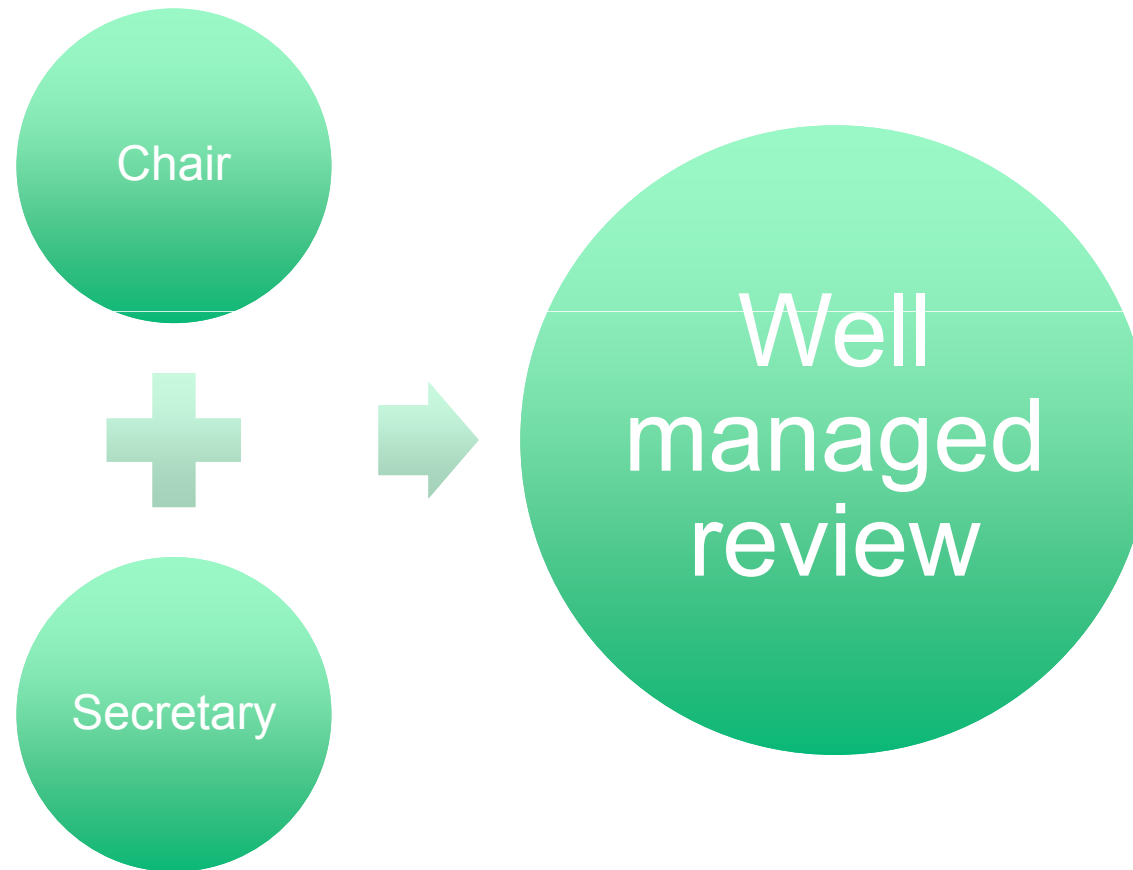
It's team work – but it needs leadership



Both Chair and Secretary have key roles in managing the review process



...and rely closely on each other



Panel Dynamics

- Participation of all members
- Chair-Secretary manage the process
- Clearly assigned individual tasks
- Regularly get individual views/ questions
- Consensus building based on evidence and informed judgment
- Shared clarity on report outcomes

ENQA's advice....to Chairs

- “ at all times identify possible misunderstandings of concepts with the Review Panel”

i.e. we may get it wrong and

- *You* as Chair must feel confident that you understand all aspects of the process and of ENQA policy and the ESG

Review Chair's role – some key aspects

- Overall responsibility for the process, and the report
- Support Secretary's work, lend authority
- Set the tone with the Agency
- Advise and guide the panel, lead when necessary
- Chair all the visit meetings
- Ensure balance and fairness
- Secure valid outcomes
- Finalise, submit and be accountable for the report

General approach and setting the tone

- Flexible
 - “substantial compliance not rigid adherence”
- Considerate of context
 - “taking into account the circumstances in which the Agency is required to operate”
- Supportive and developmental
 - the process should not stifle diversity and innovation

Key stages in Chair's role



Initial stage

- Brief self : Read SER, know all other documentation and website information
- Welcome panel members, liaise with secretary
- Consult with secretary on logistics – programme, analysis of SER, arrangements for pre-visit briefing, arrival times of panel members etc
- Work with secretary to prepare ‘pre-report’, summarizing team views on each standard, identifying areas which are straightforward, and areas which need more discussion - setting priorities

Pre-visit briefing

- Check all panel members are at same point of understanding – use ‘pre-report’
- Allocate individual areas for in-depth reading and leading on questions
- Plan first day of visit meetings: main themes, who asks what in what order (it is much easier to chair the meetings if you have a planned scenario)
- Check with Secretary that all is clear; agree any requests to Agency
- Start getting team to work together, share, respect

Managing review meetings

- Practical aspects – seating, nameplates, eye contact etc
- Focused sessions – be clear what you need, don't overlap or duplicate
- Full attention from all panel members – involve them (laptops?!)
- Planned agendas with allocated questions
- Help participants from Agency to understand purpose
- Be sensitive to language issues
- Ensure time after each session for stock-taking

Timing is crucial

- - For the team's work
- - For the Agency



Keep meetings to time

Keep general chat and unrelated
conversation exchanges under control

There is very little time to spare

At the end of the visit

- Check that:
 - All of the ESG standards have been covered
 - All members of the panel are agreed on all the outcomes
 - There is valid evidence to support each decision
 - The Secretary has a record and a clear understanding of all these

End of visit - giving feedback

- Keep it general
- Give encouragement
- Outline key areas for action/development
- Don't convey firm judgments
- Don't get drawn into detail or debate
- Remind - report is only a recommendation
- Invite all members of panel to confirm, comment briefly
- Maintain courtesy, thanks etc

After the site visit –the report

- Work with the Secretary on the initial draft
- Agree arrangements for email consultation
- Ensure ALL panel members are involved in completion of the draft report
- Assess and consult with panel on the Agency's comments on the draft
- Agree any final changes
- Submit the final report to time
- Give ENQA team's feedback comments

The ideal -- and the real.....?



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Interest and commitment is crucial



But with ...

- Careful preparation by everyone
- Commitment to the team work
- Good organisation and administration by the Secretary
- Good relations with the Agency
- Systematic work and record-keeping
- Focused meetings
- Collaboration on the report

THANK YOU

?? QUESTIONS ??

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