

Chairing an ENQA Review

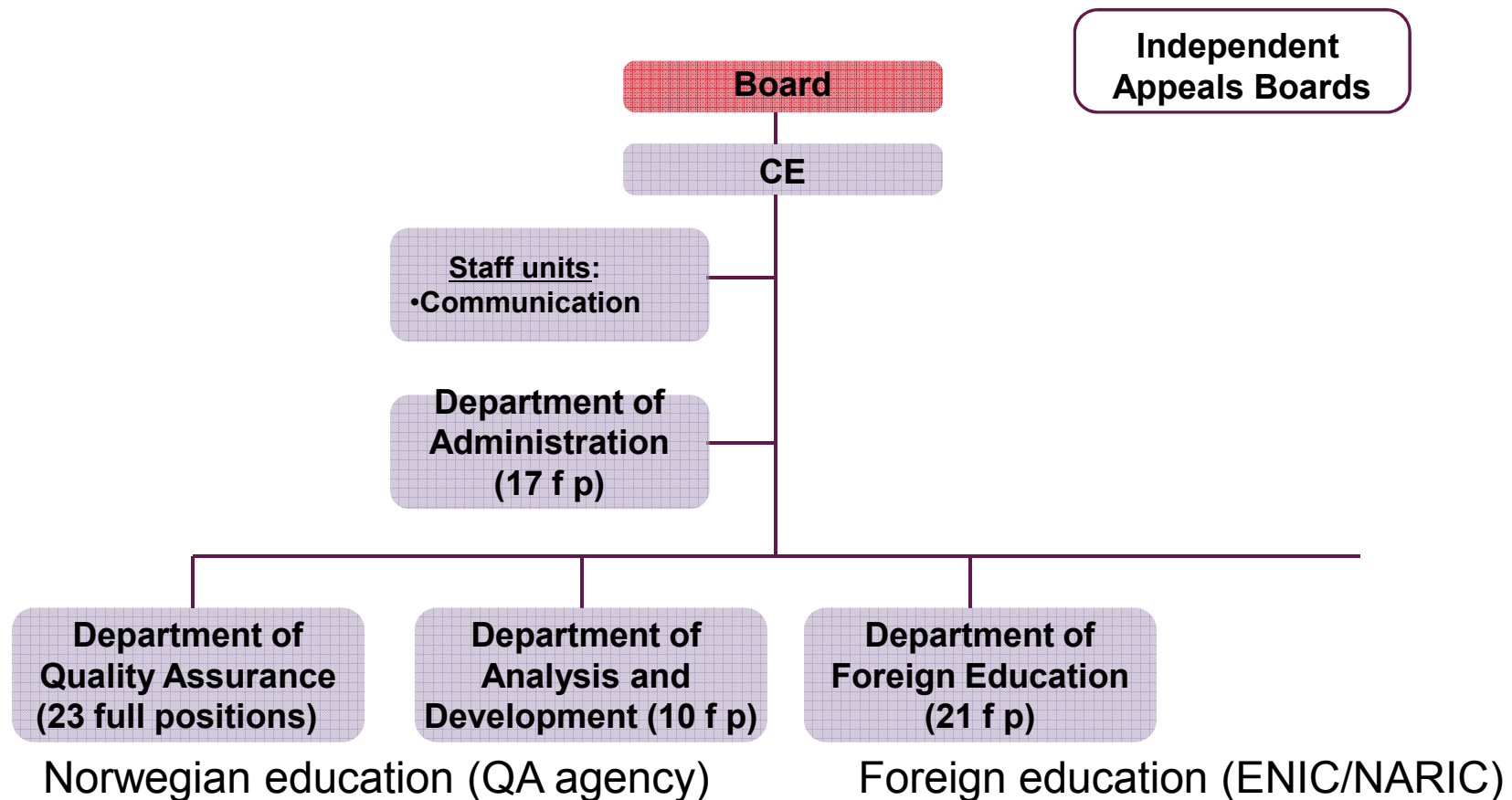
ENQA Training of Agency Reviewers, Budapest May 2013
Tove Blytt Holmen, Director Quality Assurance NOKUT

NOKUT - Quality Assurance



- Assess and approve internal quality assurance systems on every institution that offers higher education in Norway every 6 year
- Accredit new programs (licensing):
 - Bachelor (private, non-accredited institutions)
 - Master and Ph.D. (University colleges, state and private)
- Institutional accreditation
- Supervision (revision) of all higher education programmes

The Board has ultimate responsibility for its decisions. NOKUT is fully financed by the State. Budget 2012 is 12 mill Euro. NOKUT has a permanent staff of about 72 people, and each year contracts around 200-300 experts for various evaluation and accreditation processes



Being a chair is quite different.
Give this job enough time and attention.
Preparation > Preparation > Preparation

General approach and setting the tone

- Flexible
 - “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

Panel Dynamics

- Chair and Secretary manage the process
- The Panel should, at an early stage, have a shared clarity on the review and expected report outcomes
- Chair: Regularly get individual views/ questions
- Chair: Stimulate to active participation of all members
- Chair: secures consensus build on evidence and informed judgment

Panel Dynamics ...

- A thorough scrutiny of the selfevaluation report (SER) - all and at least the chair
- The chair has to ensure that all panel members have an active approach to their mandate
 - Agree the lines of enquiry to be pursued
 - (Perhaps) allocate approximate areas of interest depending on panel member's expertises
- Try to ensure an equal team, no dominant individuals
- Leave baggage at home – no preconceived attitudes/values

The site visit

- The draft report is still open. However it is well developed at this stage.
- It is the panel that is leading the way, both in planning and execution of the site visit.
- You decide whom you will meet and in which order
- The panel should look for evidence and verification concerning existing activities
- Don't get carried off. Decide upon questions before the visit (template?)
- What the panel should do, it is the chair that gives authority

End of visit - giving feedback

- Who do you want to meet at this stage?
- Keep it general
- Give encouragement
- Outline one or two key areas for action/development
- Don't convey firm judgments
- Don't get drawn into detail or debate
- Remind - report is only a recommendation

Interest and commitment is crucial

(Peter Findley)



- Reviewing an agency is important both for ENQA and the agency itself
- In retrospect, I will suggest that a chair has previous experience as member of a review panel
- It was an honor for me to be appointed as chair
- Being a chair was a challenging and meaningful experience that I easily can recommend to others