



A purely
bureaucratic
exercice?



Norms which
kill creativity ?



Opportunity of
reflexion, change?

Why these reactions ?

⇒ Different expectations

⇒ Different approaches

⇒ Small effect

The English experience in universities

200 millions €



**1300
Evaluated
Departments**

**0,1%
Problematic
situations**



« Quality in itself contributed little to any effective transformation of the student learning experience »

Harvey & Newton 2004

« To day quality assurance is viewed as one of the main steering mechanisms in higher education and as the only instrument that addresses both teaching and research processes directly »

Sursock 2011

« The leader's perspective about quality and the attention that he or she gives this issue will **drive everything** that happens in the organization. Change in leadership is one of the most clearly understood factors in both the decline and improvement of quality, and in how an organization decides to focus on quality in all sectors. »

Dew 2009

Review of quality teaching in higher education

- Strong involvement of leadership
- Combine «Top-Down» & «Bottom-Up» processes.
- Involve the university community
- To develop support measures
- Give enough resources for quality
- Spread a quality culture

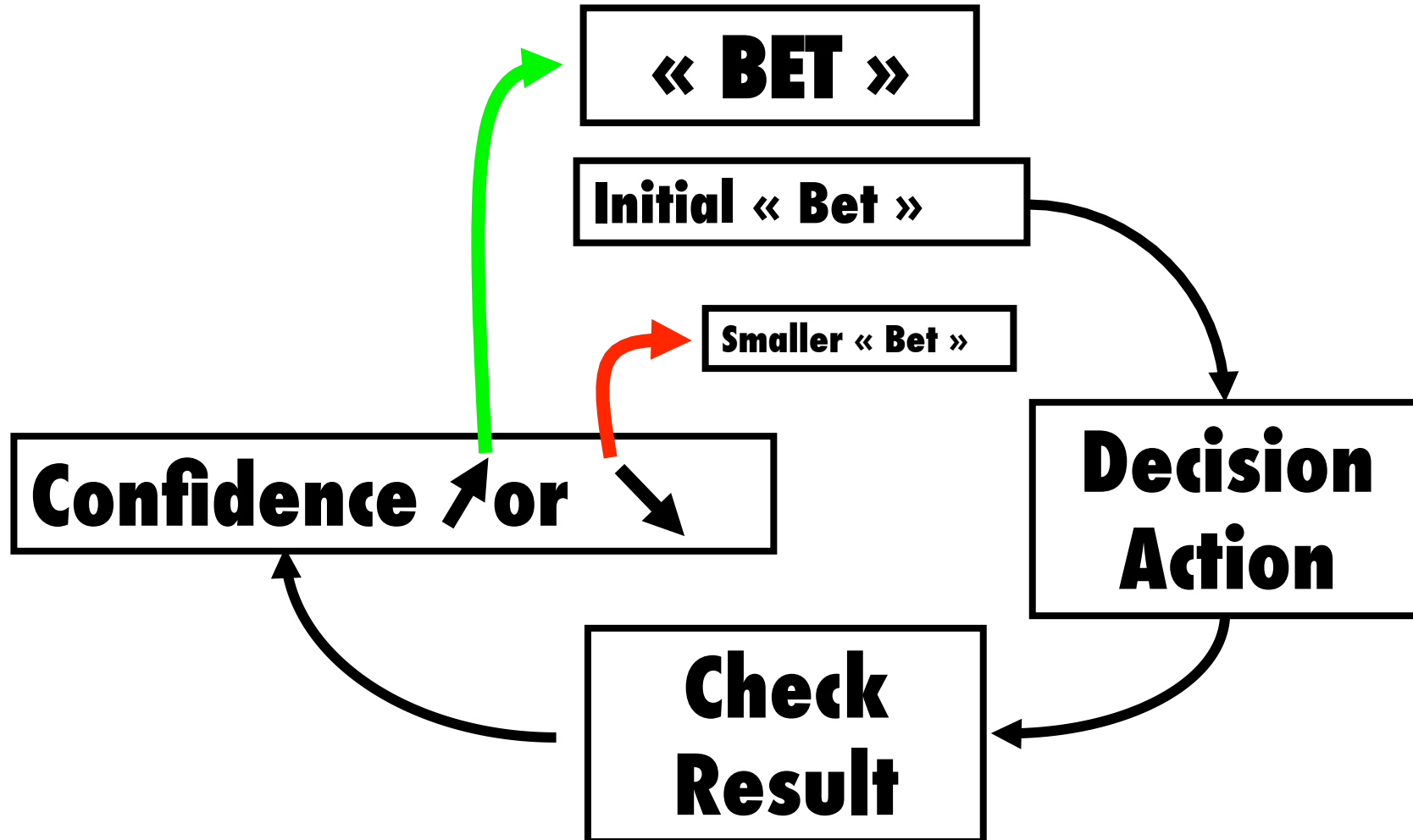
6 challenges

- ➔ Developp trust
- ➔ Create and operate a rigorous IQA system
- ➔ To integrate an IQA system
- ➔ Ensure coherence of the system
- ➔ Favour ownership
- ➔ Preserve a complex understanding of T&L

Challenge 1

To develop trust

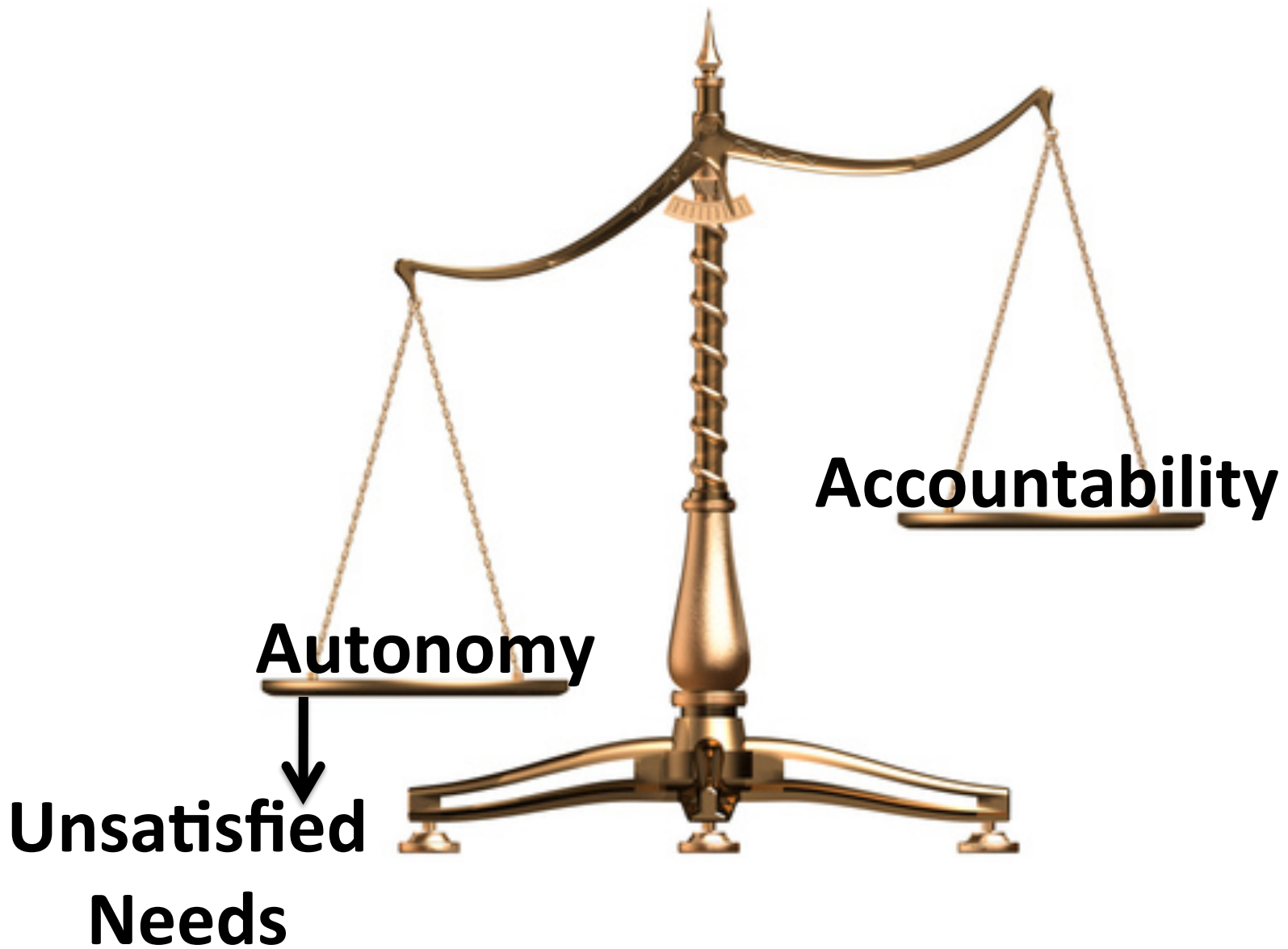
Confidence is built on verification

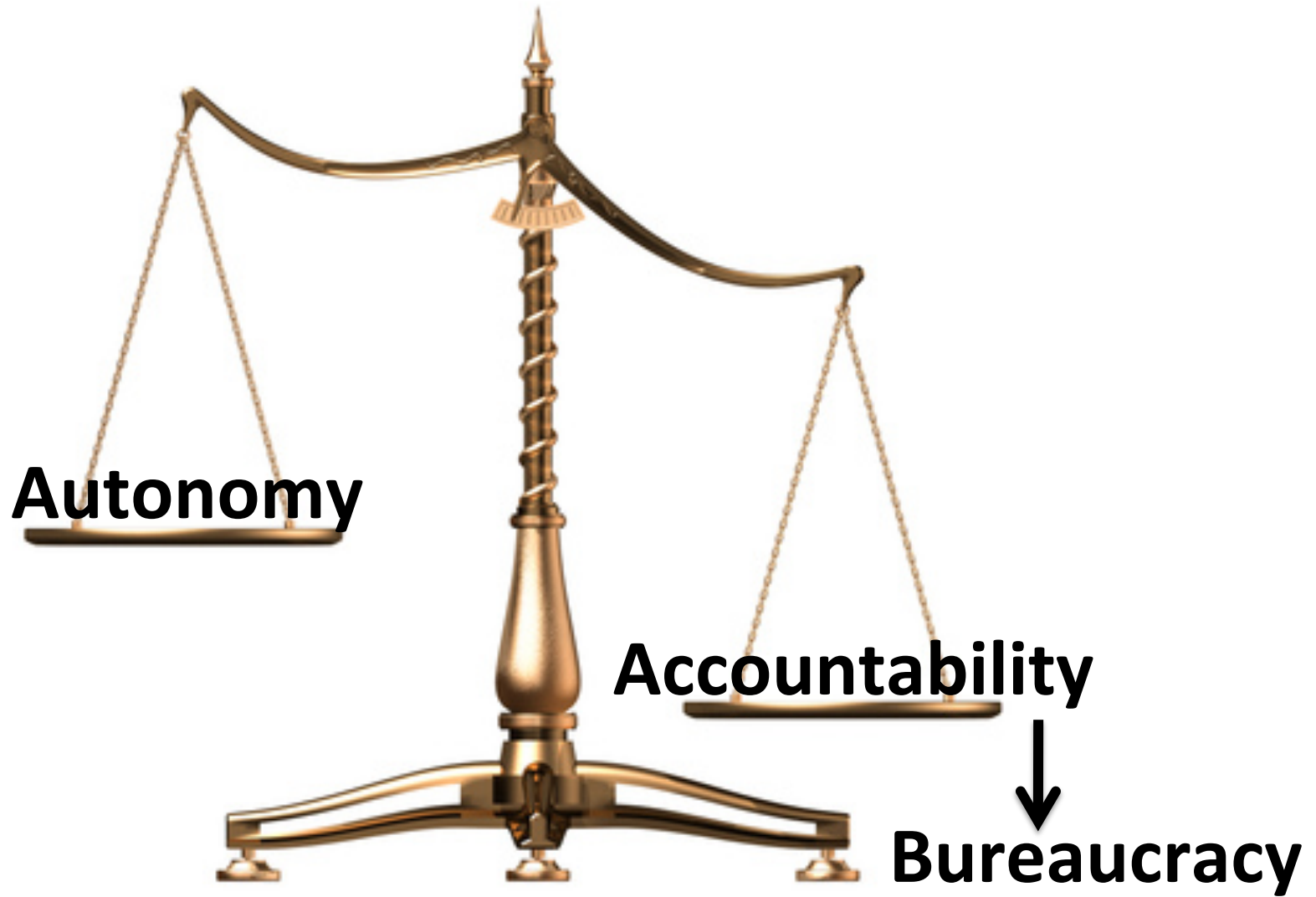


What to check ?

Find the Balance between Autonomy & Accountability





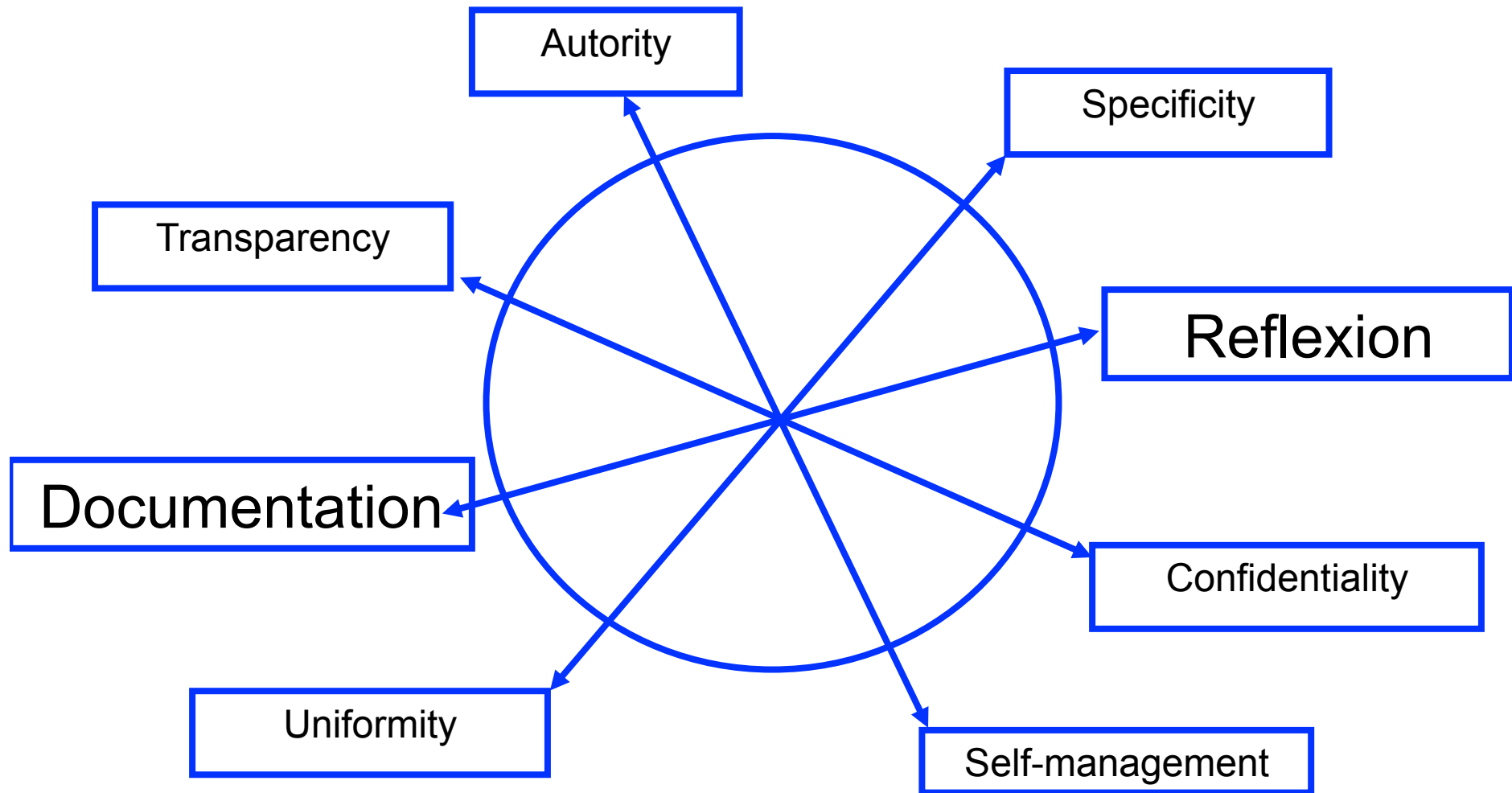


Autonomy

Accountability

Bureaucracy

Balance between Autonomy & Accountability



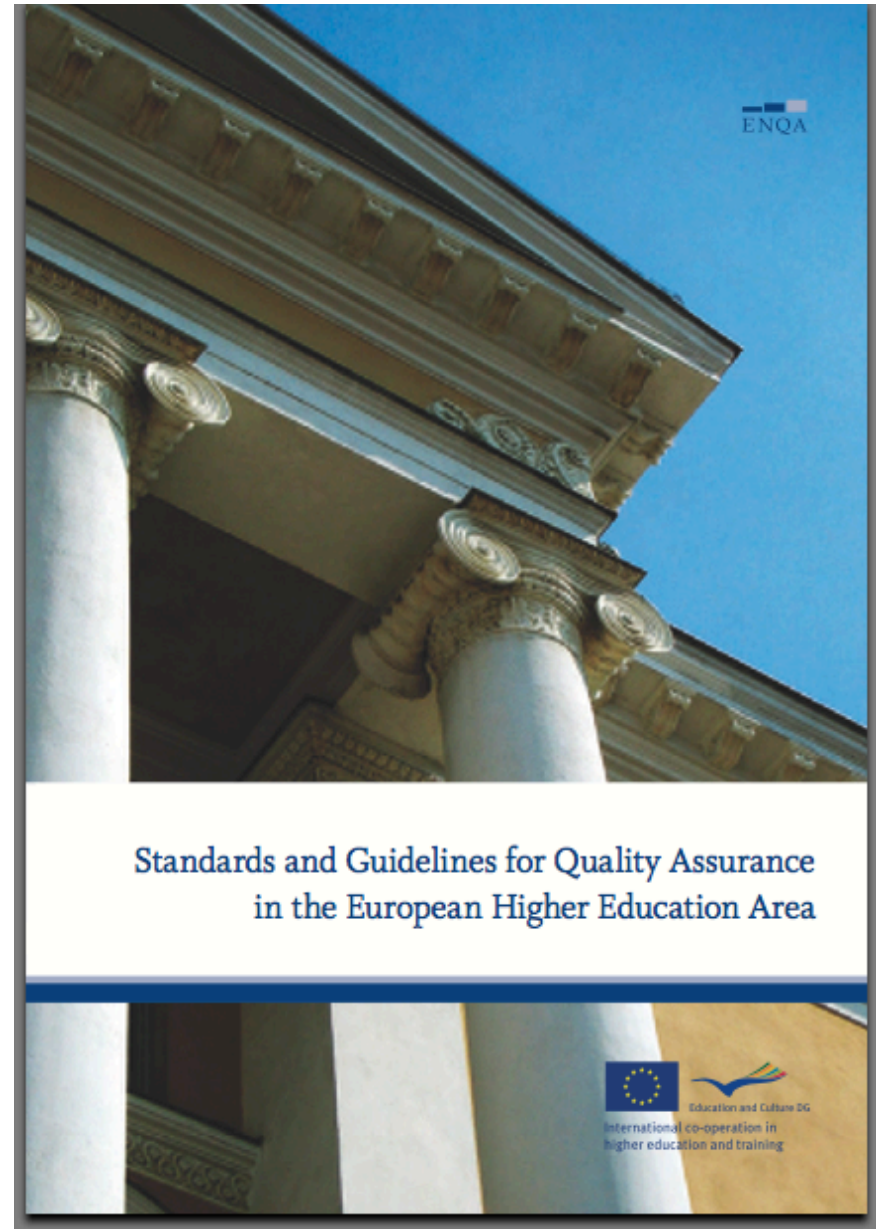
Challenge 2

Create and operate a rigorous
Quality Assurance system

Global « requirements » to IQA

- Take into consideration different expectations
- Respond to autonomy and accountability
- Is linked to HEI strategy
- Support the evolution of teaching
- It is a coherent system of Quality measures
- The system undergoes external evaluations

2005 consensus on ESG



ENQA

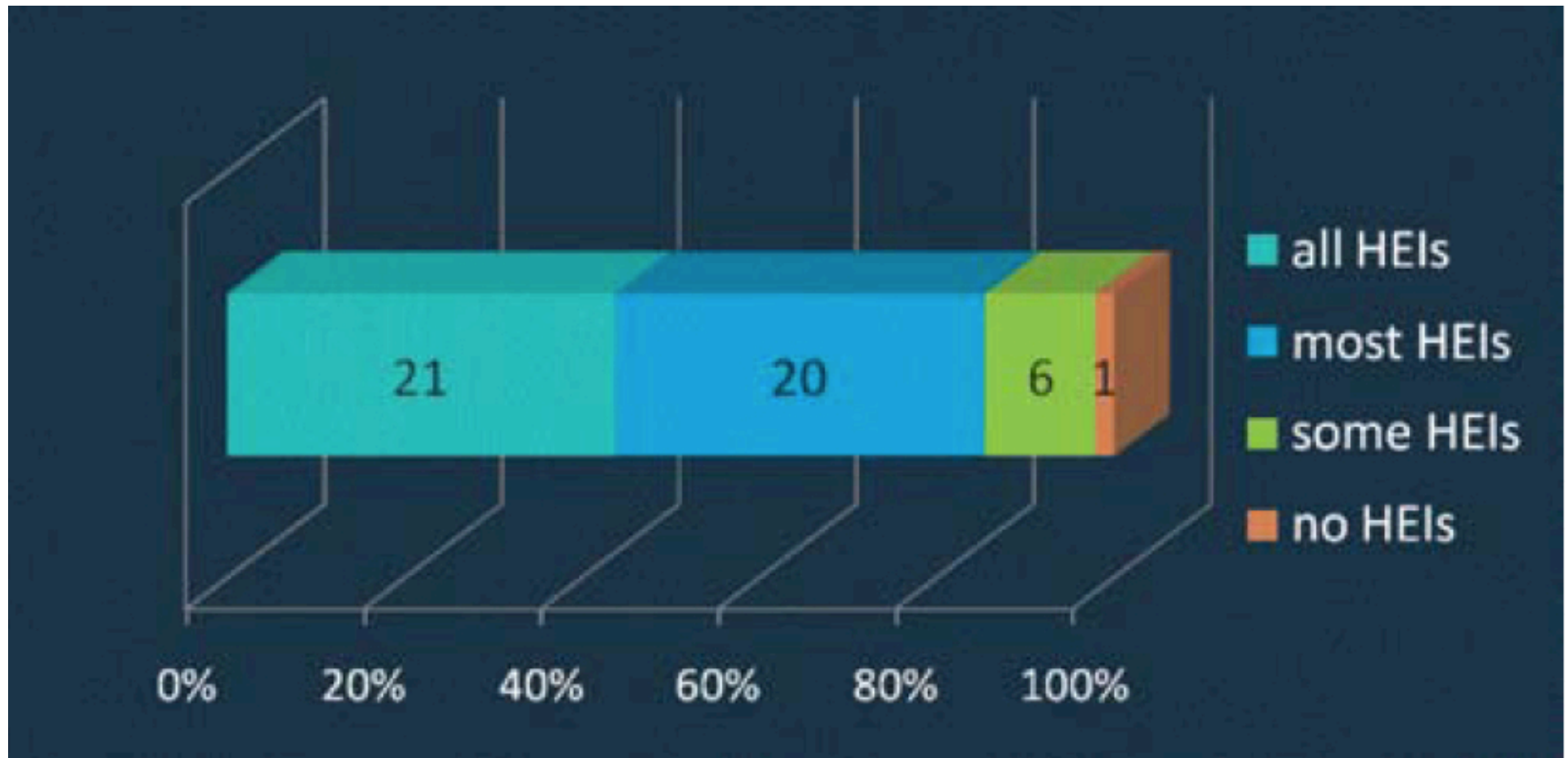
Standards and Guidelines for Quality Assurance
in the European Higher Education Area

 
Education and Culture DG
International co-operation in
higher education and training

ENQA / ESG Standards

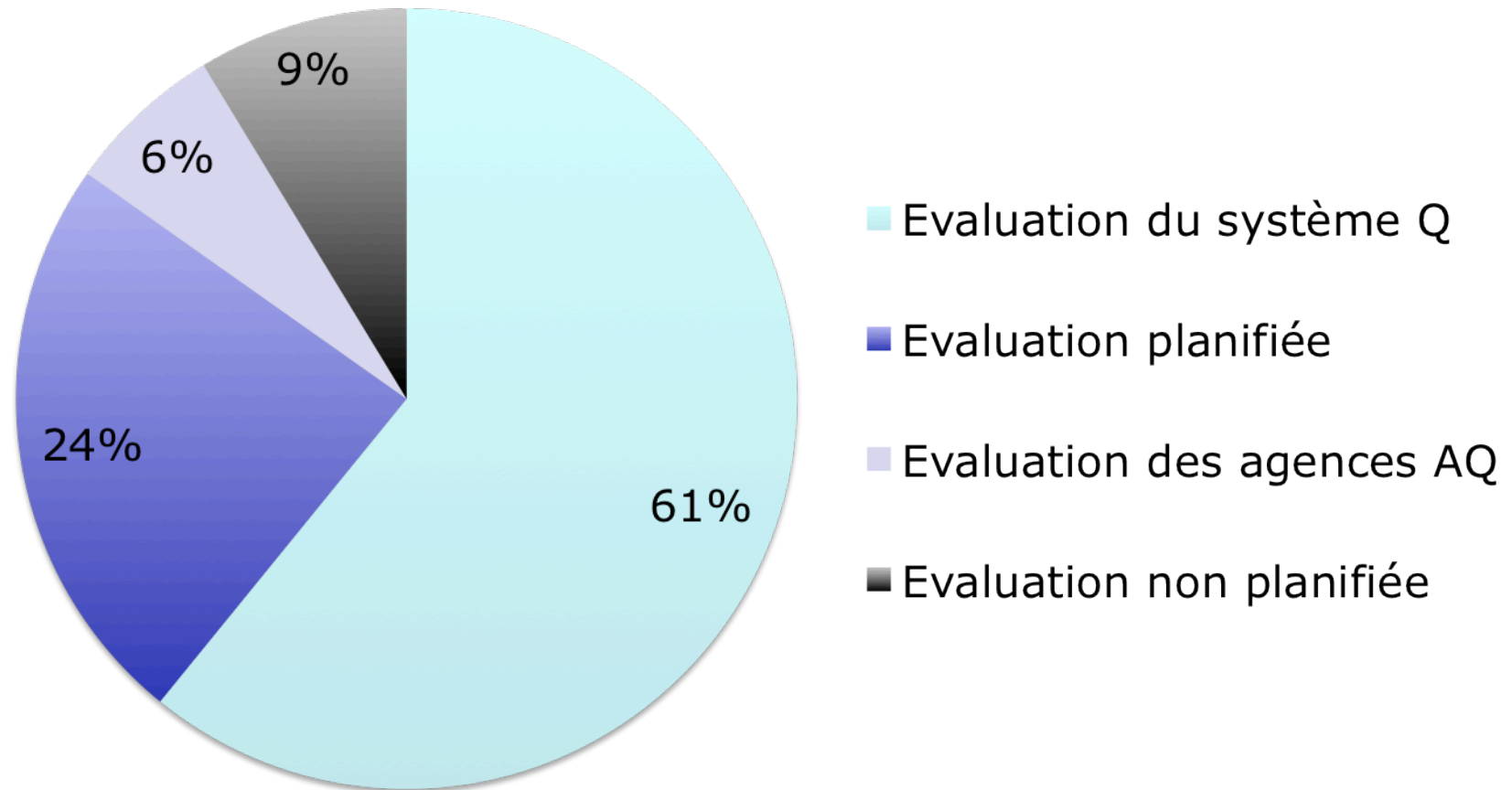
- ➔ Explicitation procedures
- ➔ Programmes Evaluation
- ➔ Assessment of students
- ➔ Teachers competences
- ➔ Support to students
- ➔ information system
- ➔ Public information

A majority of countries Developing Quality strategies



HEIs preparing and publishing quality strategy (number of countries giving each answer)

91 % of countries are referring to ESG



In Bologna Process Stocktaking Report, 2009, pp. 50-51



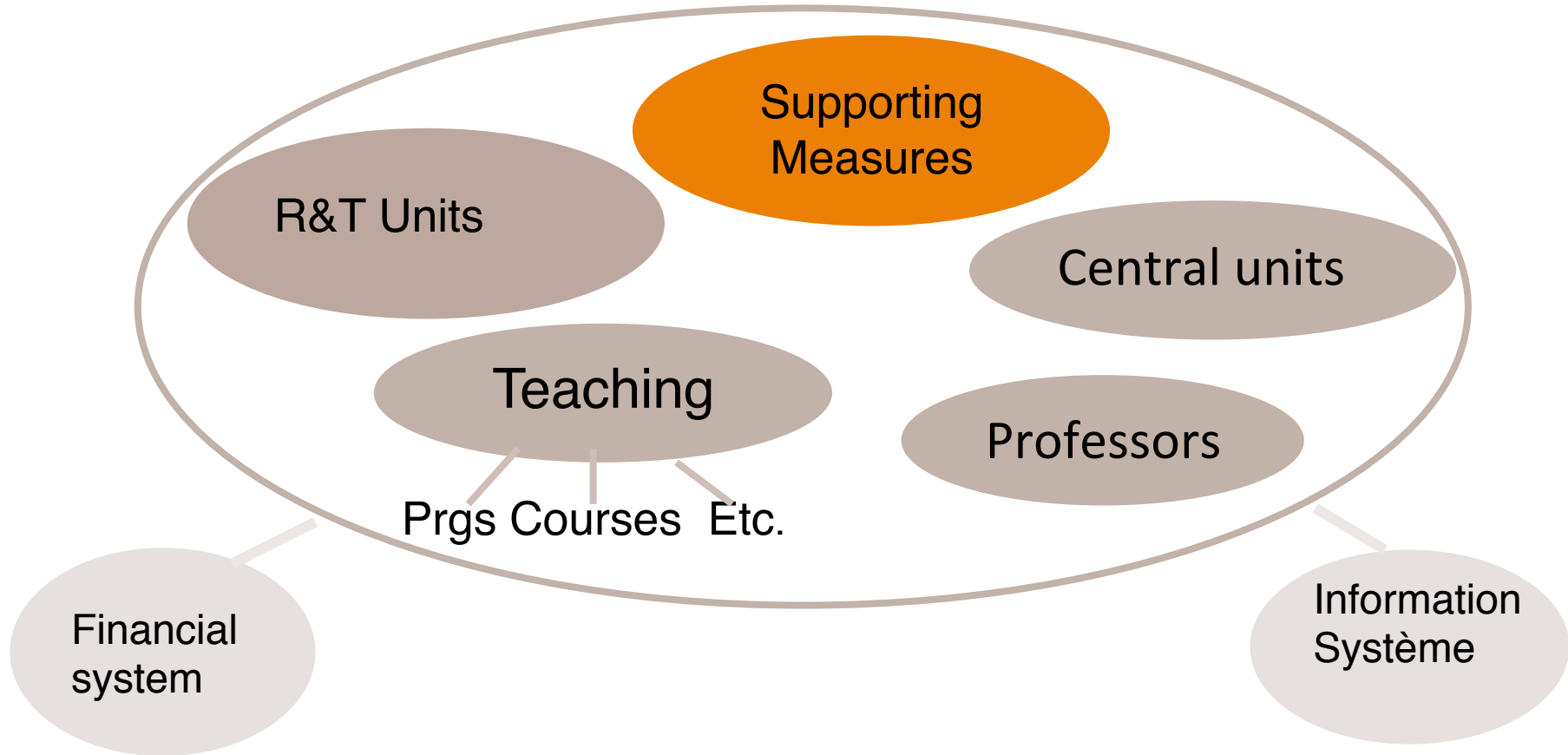
EUA

European University association

Internal Quality Assurance

- Promote a quality culture that supports creativity and innovation.
- Pragmatic and « cost- effectives » internal evaluations.
- Leadership must communicate the need for these processes, build them in a participative way and link them to strategic
- To develop a good information system
- Strong leadership et sufficient resources to a quality unit that must avoid bureaucratisation.

Quality system: Evaluation & Support



The main goal is real change not a bureaucracy



Challenge 3

To integrate a Quality Assurance system

Quality Culture

« Quality as a shared value and a collective responsibility for all members of an institution including students and administrative staff. »

EUA 2006

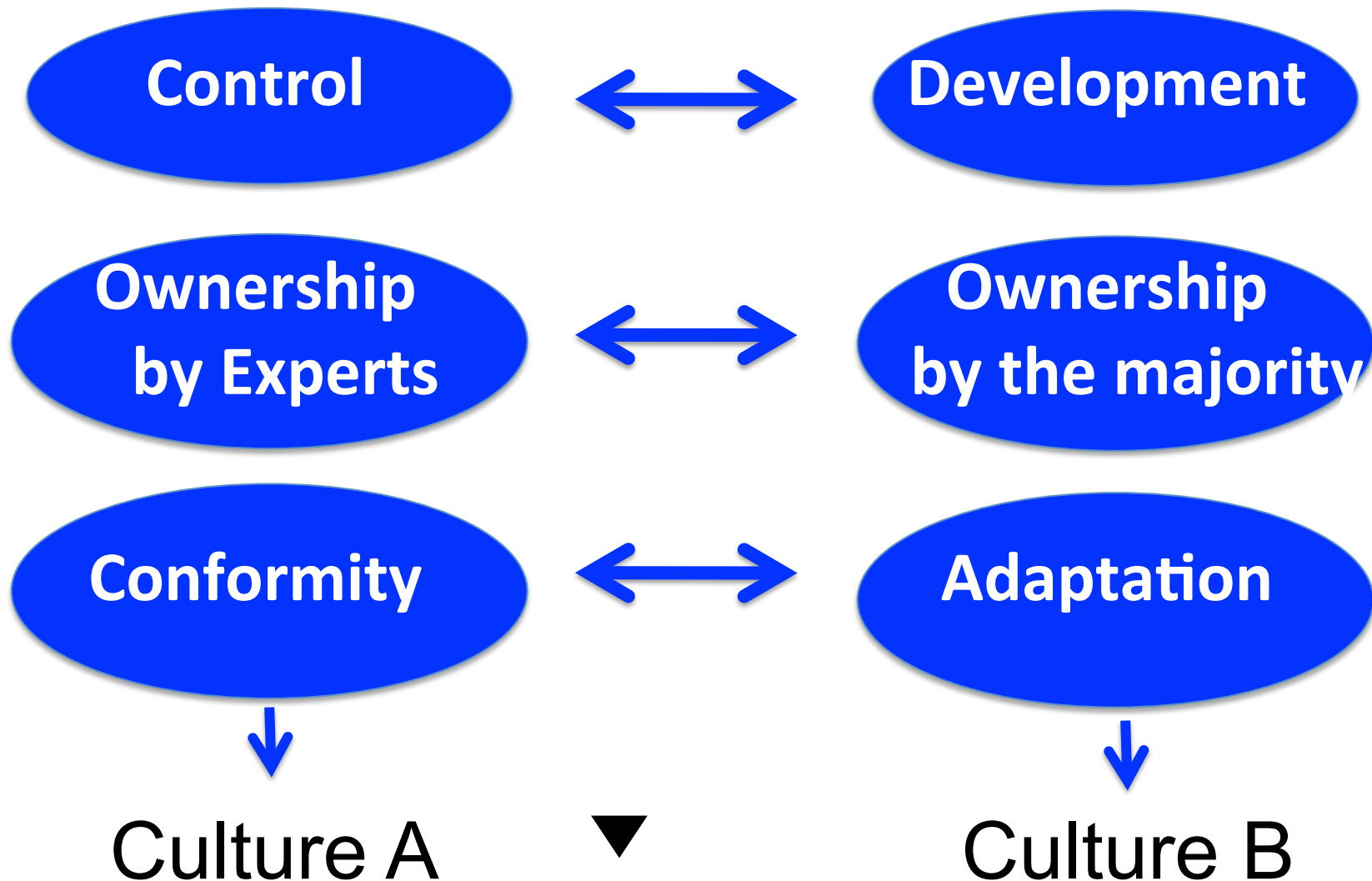
Why a need to develop a Quality Culture ?

- Standards do not guarantee development and improvement
- External QA mechanisms do not always improve quality
- No real effect of QA without appropriation

« Quality » can be a misleading word

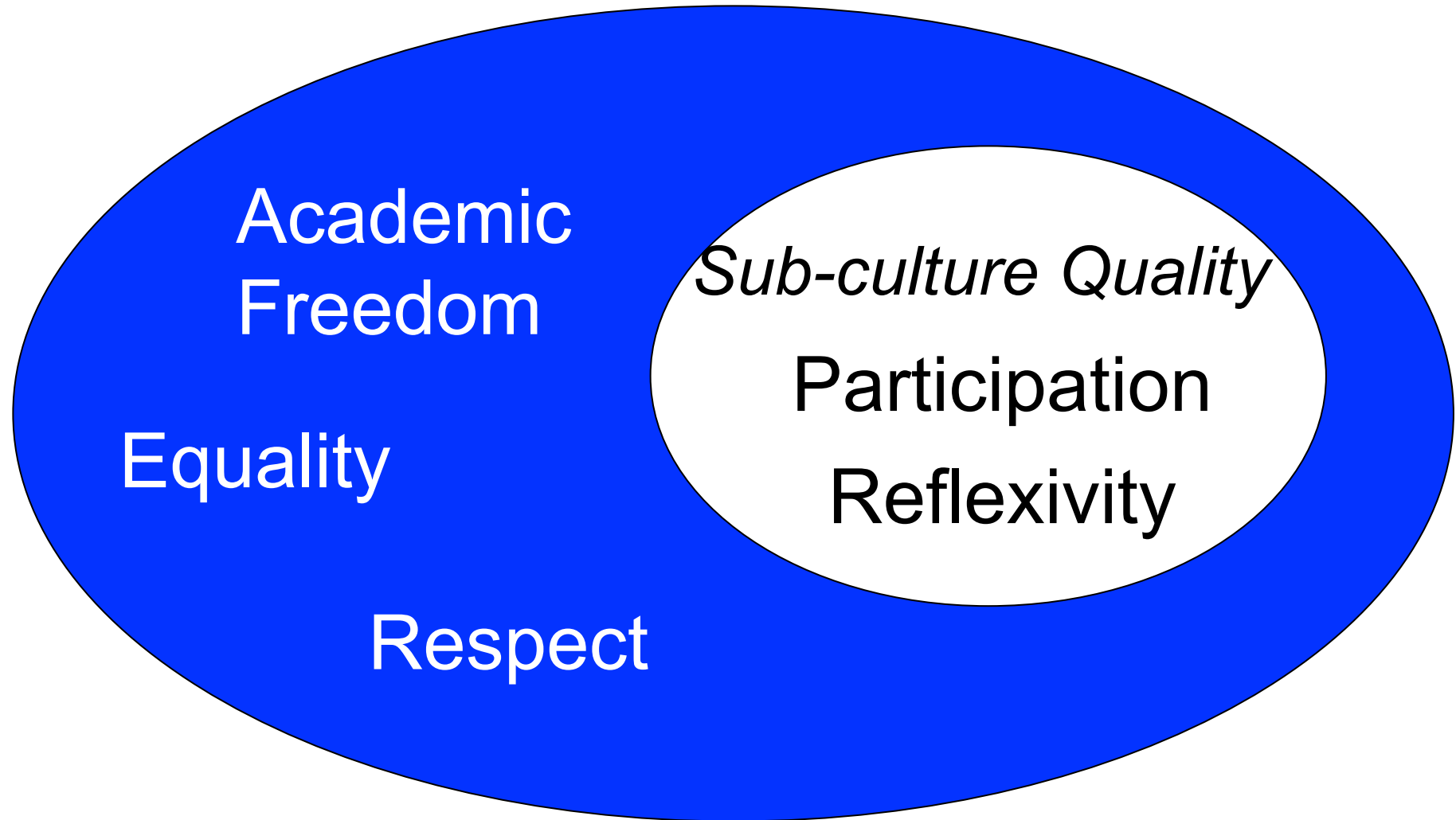
- A Value :
commitment to continuous improvement
- A Process with different underlying values

Different sets of values create different Quality Cultures



Values are in the heart
of organizational culture

Organisational Culture



Academic
Freedom

Equality

Respect

Sub-culture Quality

Participation

Reflexivity

« Quality culture »

QC = Quality as Value of university
+ values underlying processes