

**Strategic and Institutional Plans:
HEIs (and QAAs) in the context of
(developing) national and international
QA expectations**

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contexts and expectations

The Strategic plans of HEIs and QA agencies are set by their roles, their aspirations and the contexts in which they operate but

- roles vary – often in relation to government / society's expectations
- aspirations vary – often linked to senior management (the 'Rectorate')
- contexts vary ... including
 - the extent of legal framework / government 'regulation'
 - regional / national / international factors and their priorities
 - control over student intake (or lack of)
 - expectations of graduates, and their expectations
 - money !!!! (and other resources)
 - 'maturity'
- ***BUT*** 'society's' expectations are often very similar

basic expectations of the QA of HE

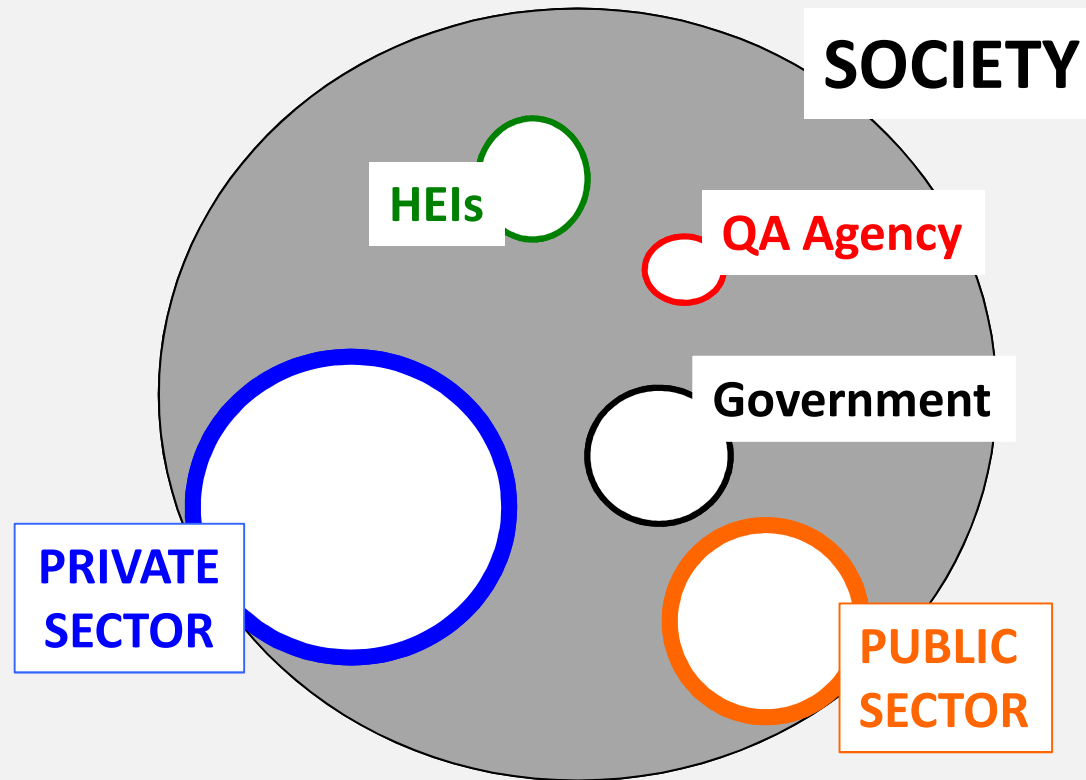
- organisations that offer HE are *bona fide*
- their programmes are
 - designed properly (to the *intended* standard)
 - delivered properly (the ‘quality’)
 - give students have a ‘fair’ chance to complete their programme
 - lead to degrees that are ‘worth the paper they are written on’ (the achieved standard)

BUT

(HEIs are responsible for the standards and quality of all above)

- today ‘society’ expects HEIs to have ‘external’ QA
- usually by a ‘accredited’ QA agency (previously a ministry)
- external QA should be RIGOROUS but also PROPORTIOATE (to risk)
- Increasingly there is a ‘shift’ from ‘total EQA’ to EQA of an HEI’s IQA

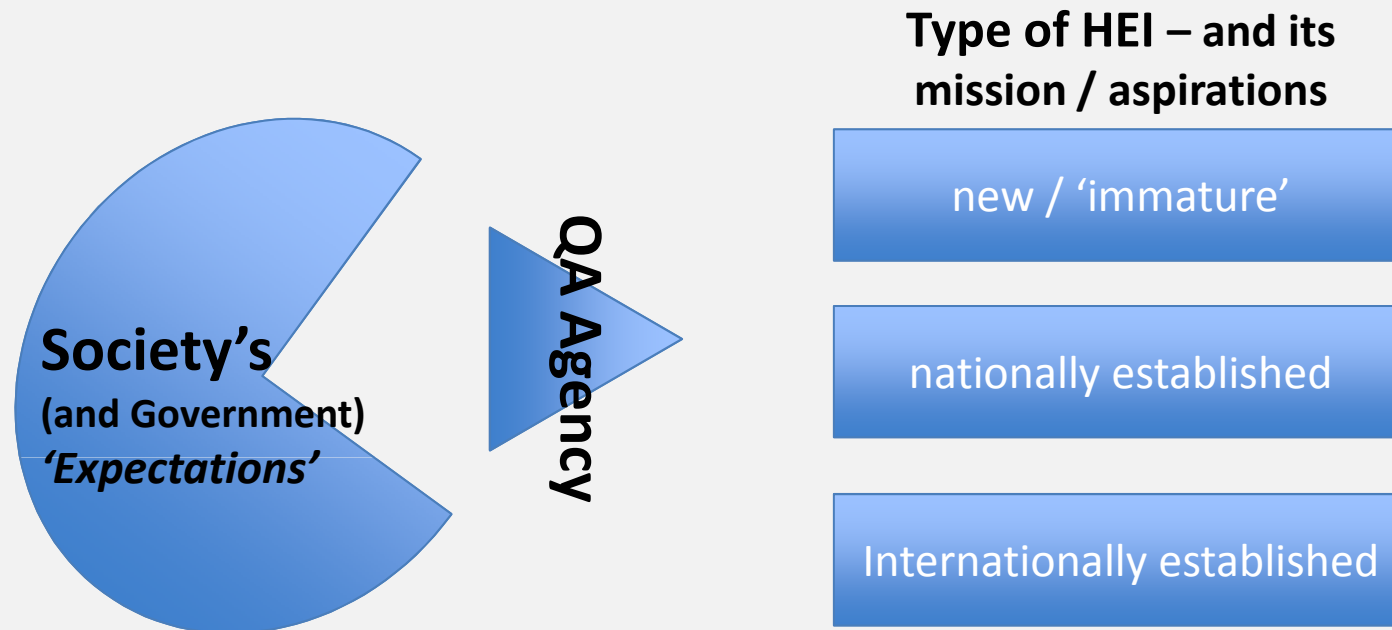
The main 'actors' ... an example



BUT 1: their relative sizes, roles and inter-relationships can vary
ENORMOUSLY ! .. in different countries and regions

BUT 2: the 'principles' behind these interrelationships are the same
AND SHOULD INFLUENCE STRATEGIC PLANNING

Strategic and Institutional Plans



The main components of 'strategic interactions'

- 'newness' of HEI
- regional / national priorities
- national / international priorities
- expected mobility of graduates
- ability to regulation student intake
- level of funding

are likely to affect the (likely) balance between EQA and IQA

Inter-relationships of strategic 'drivers'

The main components of 'strategic interactions'

- 'balance' between EQA and HEI's IQA
- 'newness' of HEI
- regional / national priorities
- national / international priorities
- expected mobility of graduates
- ability to regulation student intake
- 'level' of funding

but the 'relative importance' of each will vary from HEI to HEI

