

The Quality Audit as a Trigger for Change. A Case Study of Trustful Cooperation Between a Higher Education Institution and a Quality Assurance Agency

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Harald Scheuthle, evalag

Maria Wittmann, Friedrich-Alexander University of Erlangen-Nürnberg, School of Business and Economics

Presentation Overview

1. Context of external quality assurance in Germany
2. Features of the evalag quality audit
3. Case study of a quality audit at the School of Business and Economics
4. Questions for discussion

Certification vs. enhancement in external quality assurance

- Accreditation
 - Compliance with external criteria → certification
 - External accountability
 - Mostly suited for HEI with functioning QA systems
- Agency checks HEI
- What, if the HEI is in the process of developing internal QA?
 - HEI needs recommendations for improvement
- Agency consults HEI

The evalag quality audit

Flexibility of the procedure

Self-assessment
report



1st site visit with
recommendations



Enhancement
at HEI



2nd activity
Site-visit or workshop

Audit report with
recommendations



Focus on
reflection

Role of peer group and agency

Case study of the quality audit at the School of Business and Economics

Friedrich-Alexander University of Erlangen-Nürnberg (FAU) is one of the largest universities in Germany

- Five Faculties
- 33,340 students



School of Business and Economics

- 5,500 students
- 34 chairs
- 4 Bachelor´s degree programs
- 11 Master´s degree programs

Establishment of a Quality Management System










- Some isolated quality improvement tools existed
- School's decision to establish an integrated strategic quality management system

Does the configuration meet the criteria of system accreditation?

Obtaining support

- Considerations:
 - High insecurity
 - External consulting and support necessary
 - Mode?
 - Focus: quality concept and implementation process
- Decision for the evalag quality audit
 - Peer review method
 - Enhancement orientated approach to push the set-up of the internal quality management system

Timing of the evalag quality audit

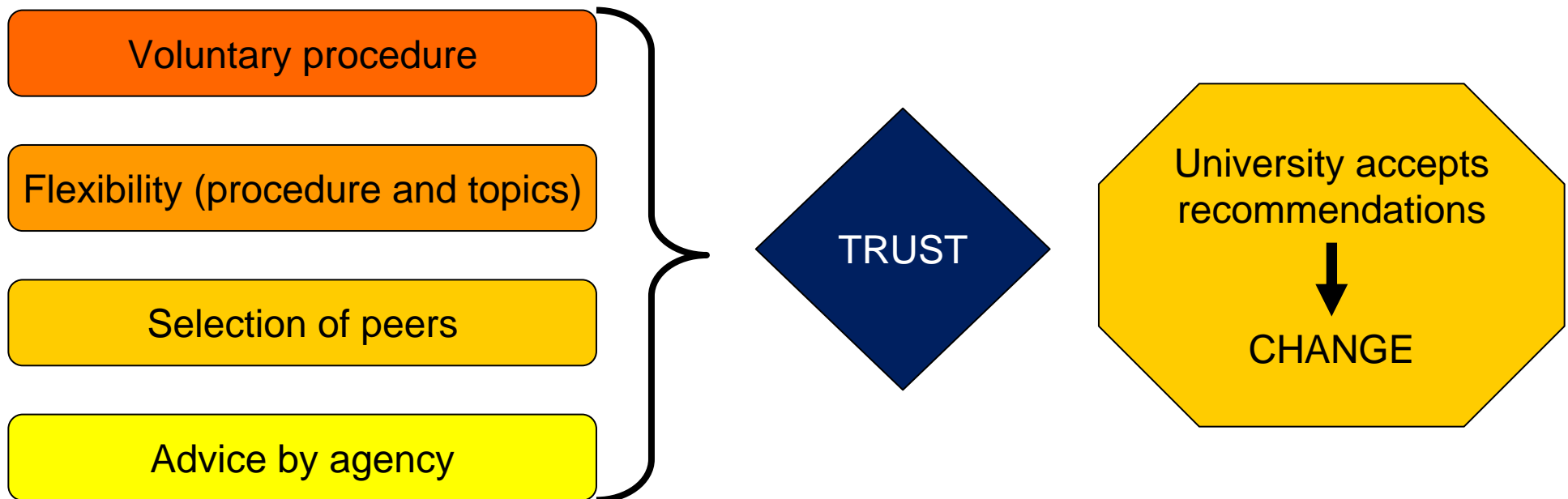
2009/2010	03.2010		07.2010		03.2011	05.2011
Self-assessment report	1st site-visit with recommendations	Enhancement at School	Workshop	Enhancement at School	2nd activity site-visit	Audit report with recommendations
						

Experiences

- The quality audit as a facilitator for development
 - Peers and agency in the role of external change agents
 - Selection of the peers: impact on the credibility and appreciation of the peers
 - Open exchange and a relationship of trust
 - Peers and agency focused on development and consulting
- ⇒ Peers and agency as experts and process promoters

Trust as a trigger for change

Cooperative external quality assurance



Questions for discussion

- Should quality assurance agencies be more active in consulting HEIs or should they rather be confined to assuring accountability?
- How can the required openness for new procedures be established within HEIs?
- Can cooperative external quality assurance procedures enhance the impact of quality assurance?

Thank you for your attention

Harald Scheuthle

evalag (Evaluationsagentur Baden-Württemberg)

e-mail: scheuthle@evalag.de

Maria Wittmann

Friedrich-Alexander-University of Erlangen-Nürnberg

School of Business and Economics

e-mail: maria.wittmann@wiso.uni-erlangen.de