MODULE 2

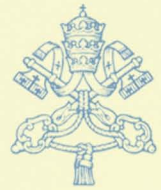## *BRIEFING NOTE: BEGINNING THE PROCESS*

➤ *PURPOSE OF QUALITY ASSURANCE*

*The AVEPRO QA process is an exercise
in creative destabilisation to a creative end*

AVEPRO

Thanks to the QA process it is possible to:

→ identify **strengths and weaknesses**
→ **examine** mission, strategy, structure, processes, activities
→ implement **benchmarking** practices
→ release **critical capability** internally

The process is valuable to the Faculty because it:

→ requires the university to **think critically** about academic performance, improvement, development
→ provides **external views on the health and quality of programmes**
→ provides an independent catalyst for **internal change and innovation**
→ provides informed advice on how to improve: **best practice**
→ provides comparisons of departments with others: **benchmarking** performance nationally and internationally
→ provides an **external legitimisation/recognition** of successes and policy intentions
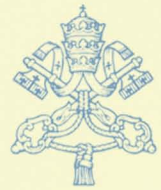
➤ *BOTTLENECKS AND BARRIERS*

AVEPRO

*Experience shows that higher education Institutions
may face a variety of well-known barriers when attempting
to achieve a successful QA process*

Institutions may:
- ➜ be reclutant to face up to their problems
- ➜ be defensive
- ➜ be internally oriented
- ➜ lack solid data on their activities
- ➜ lack procedures that ensure accountability
- ➜ be maintenance oriented
- ➜ have limited horizons
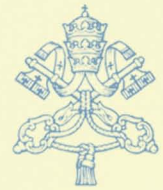
➤ *COUNTER-MEASURES AND WAYS OUT*

AVEPRO

Therefore ***the AVEPRO Quality Assurance process encourages Institutions to adopt attitudes and measures to counter-balance these barriers***:

- ➡ **problem confrontation and resolution**
- ➡ **external orientation** towards (user) environment
- ➡ **collective ability** to admit weaknesses and act accordingly
- ➡ ability to **handle transparently internal competitiveness and comparison**
- ➡ **open communication** and frankness
- ➡ **longer horizons**: strategic thinking, ability to prioritise and make choices systematically
- ➡ readiness to be **accountable**
- ➡ **developmentally oriented leadership** and ability to bend, ditch rules
- ➡ **discursive culture**