

The swiss army knife challenge: Conflicting functions in IQA



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The classic Swiss Army Knife



The more modern Swiss Army Knife



Are our IQA systems that different?



Problem A: The Swiss army knife is not suitable for all contexts




Problem A: The Swiss army knife is not suitable for all contexts




Problem B: The Swiss army knife is not suitable for all contexts



Problem B: The Swiss army knife is not suitable for all contexts




Achieve better
ranking
positions



Raise
stakeholder
satisfaction



Meet
accreditation
standards



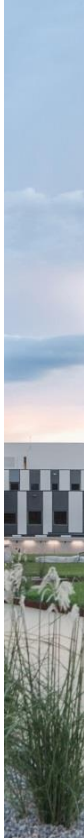
Raise
organisation's
effectiveness
and efficiency

Quality Management and Quality Assurance: Differing logics?

Quality Management	Quality Assurance
Management Discourse	Political Discourse
Roots in business (e.g.TQM)	Roots in political process (e.g. Bologna Declaration)
Oriented at strategic goals	Oriented at stakeholder satisfaction
Goal agreements, KPI, information systems	surveys, course evaluations,
PDCA	ESG
Audits, Accreditations, Evaluations	

Cf. Vettori 2015

At the roots of the problem: What is quality?



Back to different quality frames



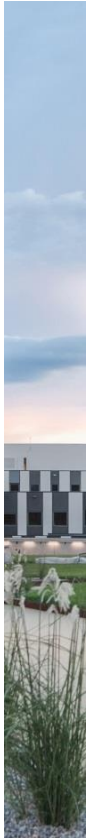
What is the practical relevance?

Quality as stakeholder satisfaction / value for money:

- stakeholder relationship management
- stakeholder satisfaction surveys
- improving students' experience in the organisation

Quality as meeting external requirements (e.g. IQAA criteria)

- → management information systems
- → self-assessment
- → optimising fit with standards



What is the practical relevance?

Quality institutional effectiveness

- key performance indicators
- process management
- supporting the institution in achieving its strategic goals

Quality as better teaching/learning experience

- → teaching and learning strategy/policy
- → programme design and course design, didactic trainings
- → supporting students and staff to develop their skills

Can't we have it all?

Maybe 😊....

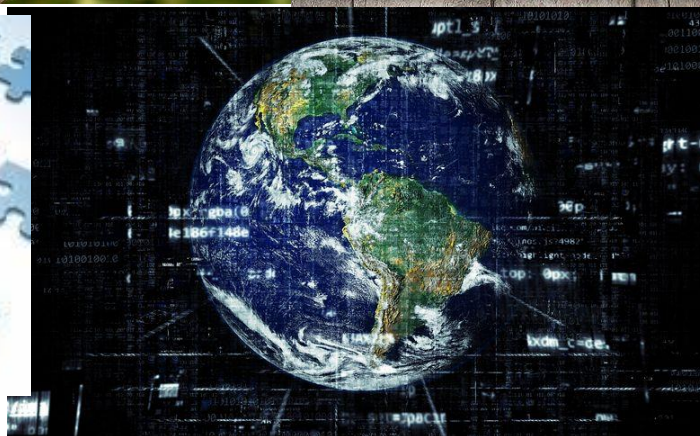
..... But not with the same system and or instruments

.....Not with limited resources

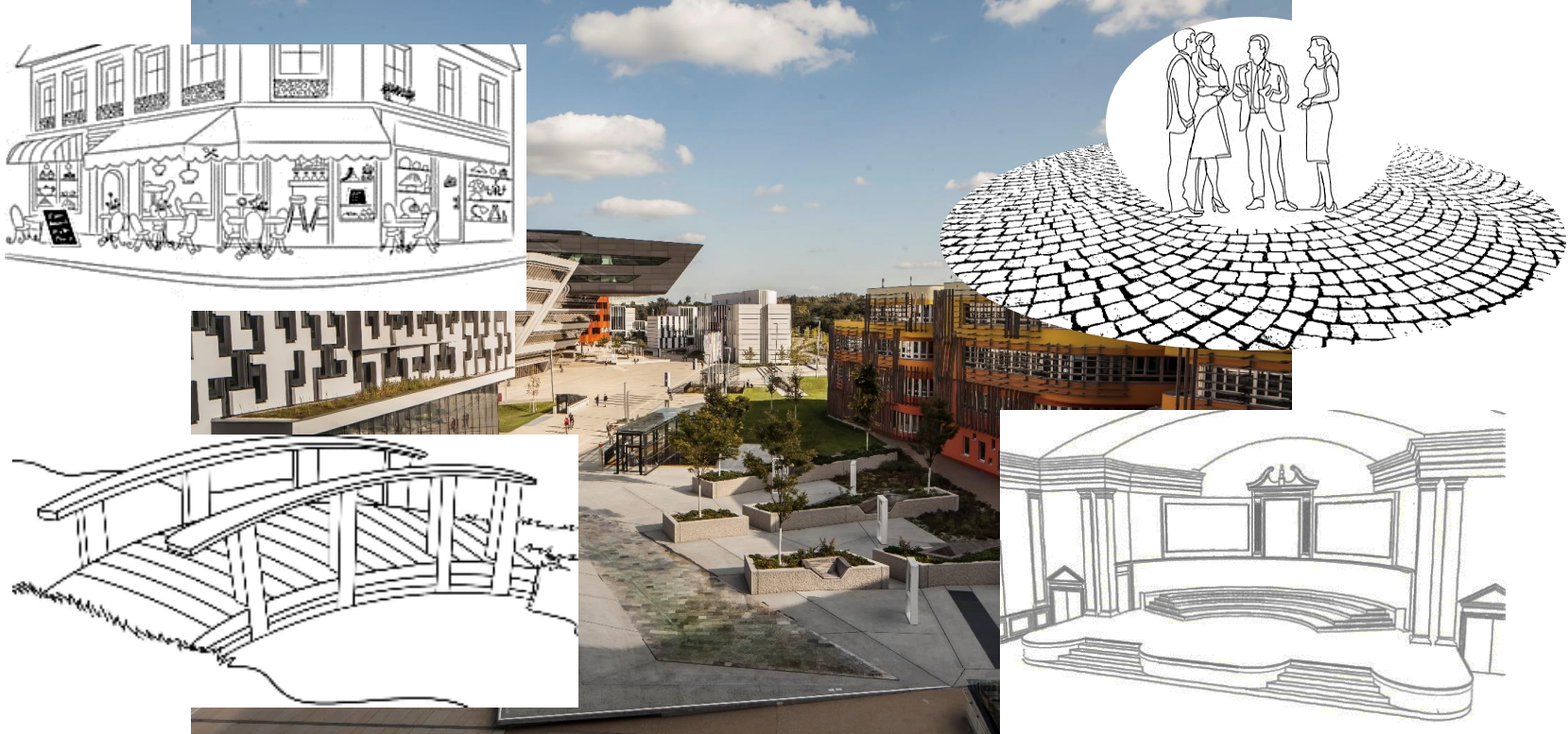
..... Not within the traditional QA logic

Sorry, folks 😊

How well are our IQA systems linked to future challenges?



What IQA could mean (1) Building effective communication architectures

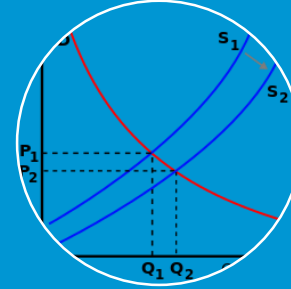


What IQA could mean (2): Different mechanisms for emerging and induced change



Emerging changes:
complexity,
interdependencies,
contingencies

→ coping/dealing with
change

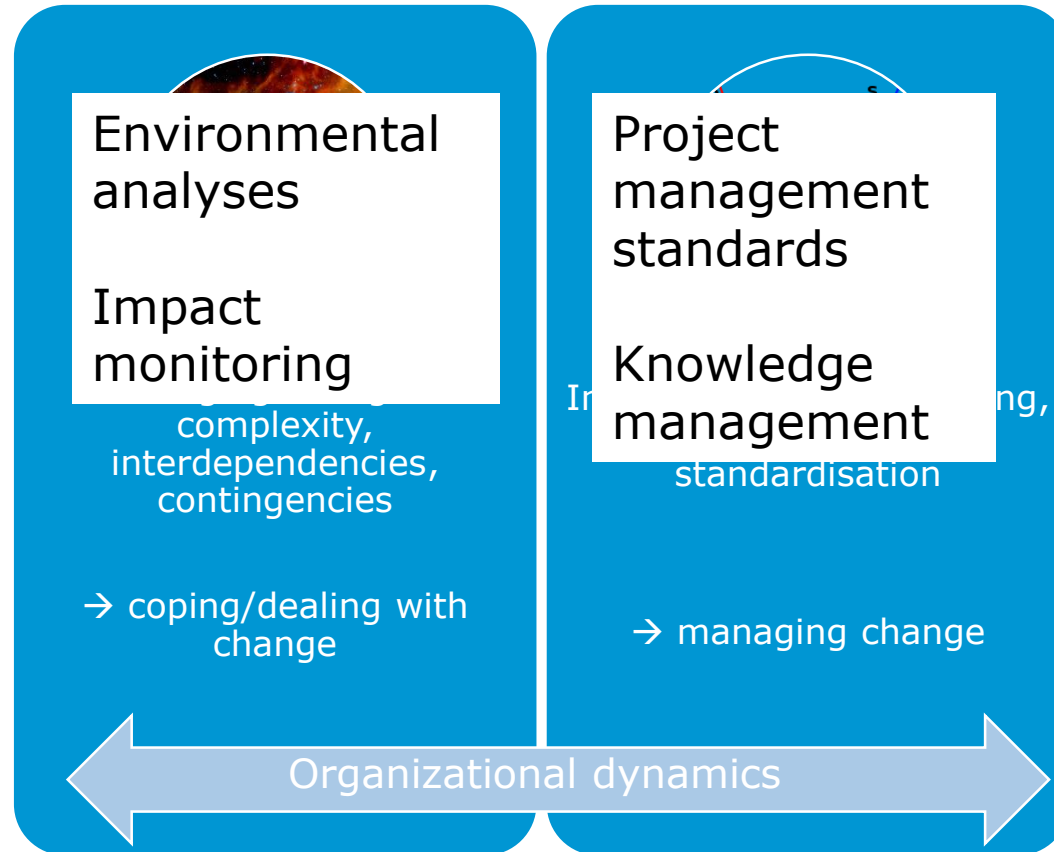


Induced changes: planning,
formalisation,
standardisation

→ managing change

Organizational dynamics

What IQA could mean (2): Different mechanisms for emerging and induced change



An alternative to the Swiss Army Knife?



Thank you!



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