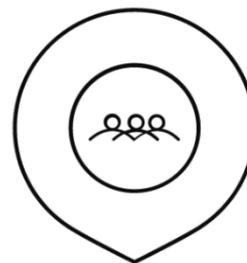
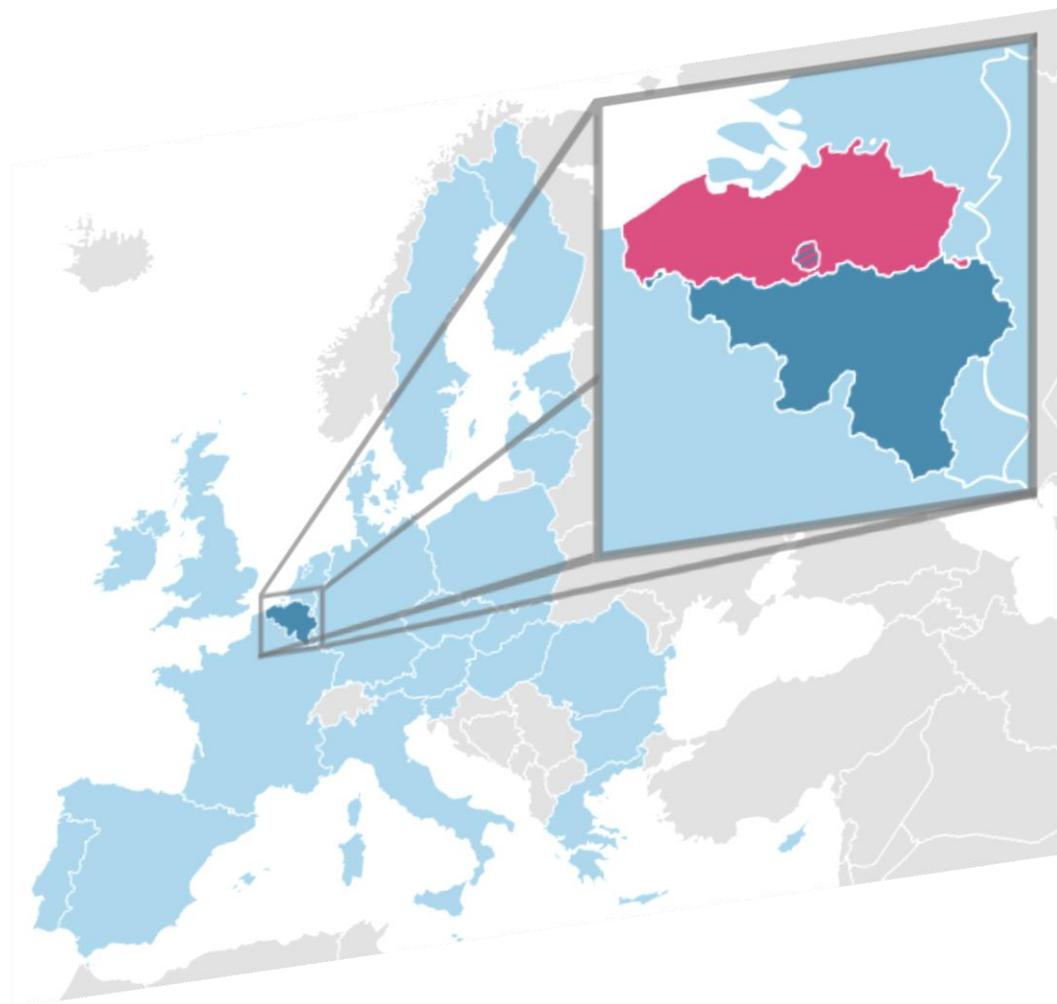




NVAO's Appreciative Approach

Conducting and making use of interviews during site visits

Higher education in Flanders



6 404 715



34



1183



257 141

The context

Accreditation
fatigue

Administrative
burden

No longer added
value

Ownership and
autonomy

Trust

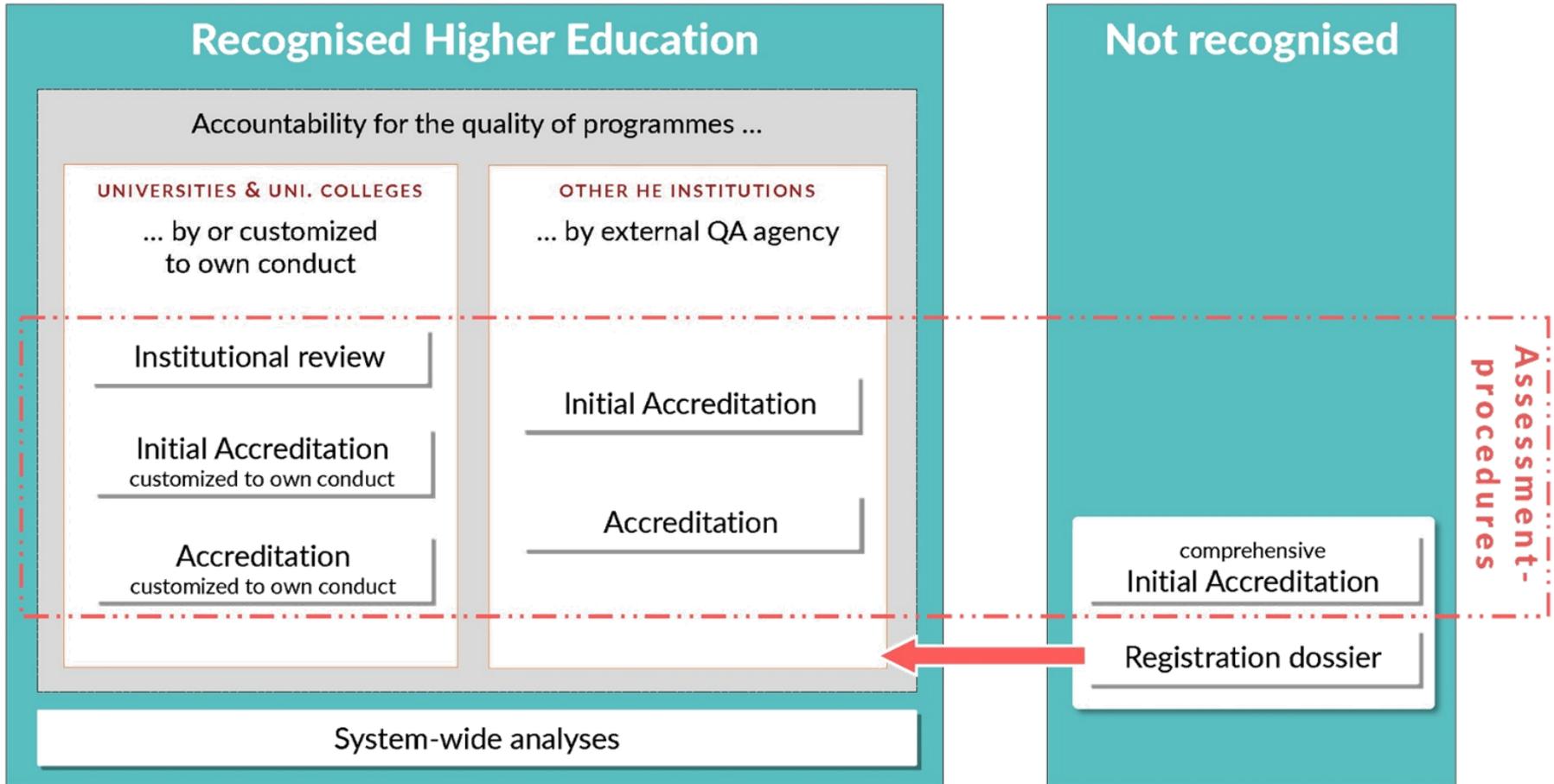
Accountability

Transparency

The context

- Trust: based on positive track record – clear quality culture – recognition of efforts
- Autonomy and ownership
- Successful pilots
- Two confident steps forward:
 - Programme level => institutional level
 - Compliance approach => model of appreciation
- Co-creation + dialogue

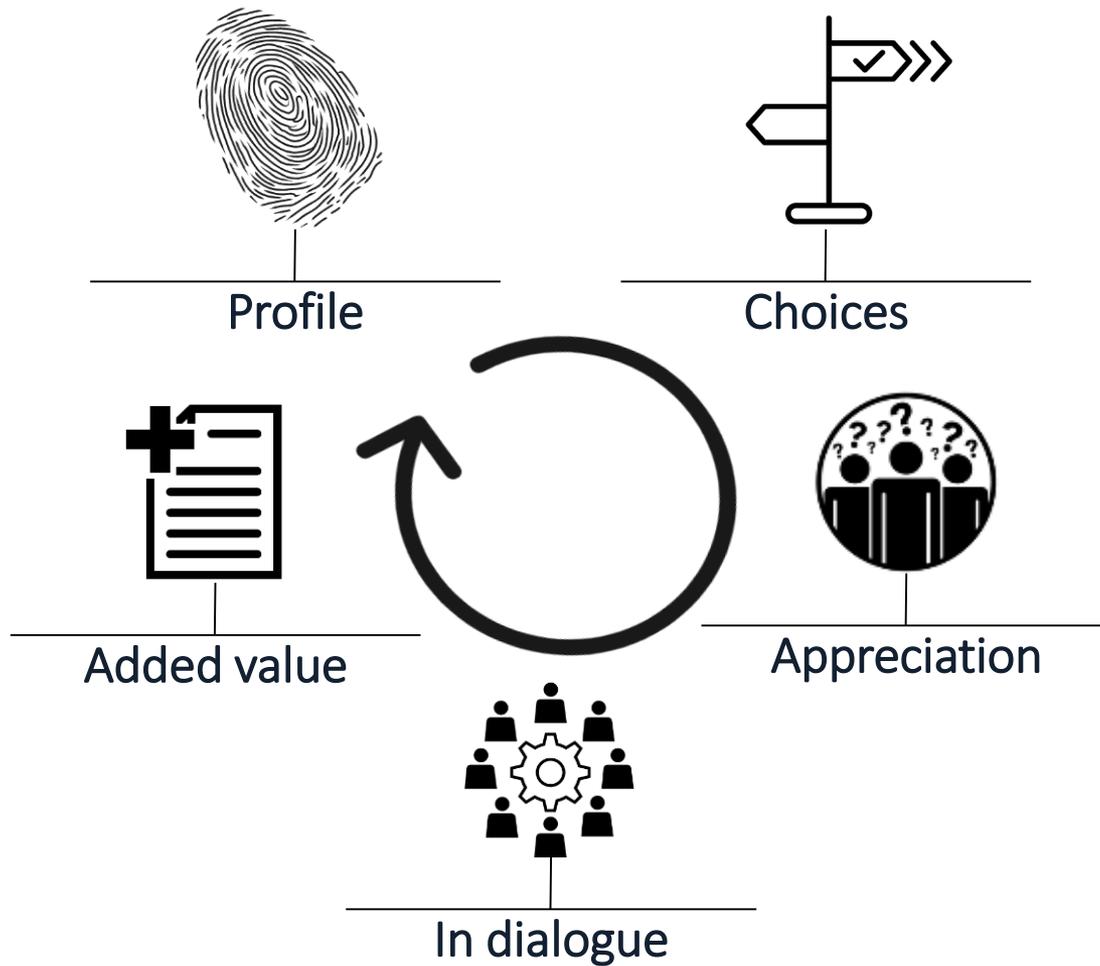
The new Flemish QA system



NVAO's Appreciative Approach



NVAO's Appreciative Approach



NVAO's Appreciative Approach



Traditional approach	NVAO's Appreciative Approach
Focus on compliance, on conforming	Focus on responsibility, on ownership
Does the shape fit into the mold?	Do they play their game with the chosen ball?
Is the chosen model (a) good (choice)?	Does the chosen model work in practice?
What is missing? What can go/goes wrong?	Exploring the way the model works
Find and expose flaws and defects	Expose opportunities and share insights
Self evaluation report according to template	Critical self-reflection in a free format
Standards and criteria are leading	Coherent questions determine the scope
Working by the standards	Working towards a holistic judgment
Report based on the standards with evidence, considerations, judgments	Report mirrors the investigation with reflection on the dialogue leading towards a judgment

Site visits



- Design of the site visit programme, selection of panel and conversation partners
- Mixed conversation groups
- Exploratory visit (postponement of judgment)
- Meet-and-greet as an informal start of first site visit
- Time slot reserved for the students
- Breaks, open time slots, room for the unexpected
- Co-creation: interactive dialogue
 - During site visits: common insights
 - In general: “SAMENaries”, “Klankbordoverleg”





HE BE-fl



HE NL



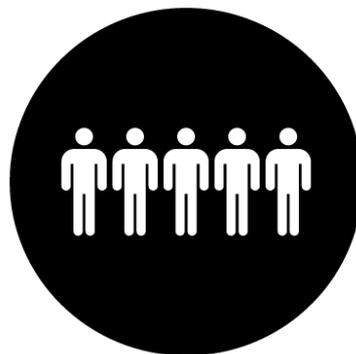
HE BE-fr



Prof. field



Student



Executive



Educational



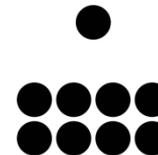
QA/Audit



International



Independent





Appreciation



Meet-&-Greet



Observers



Mixed

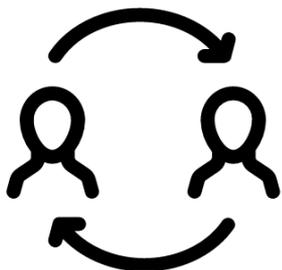
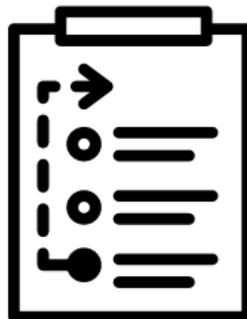
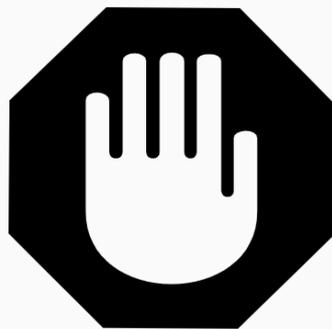


Thematic



Co-creation

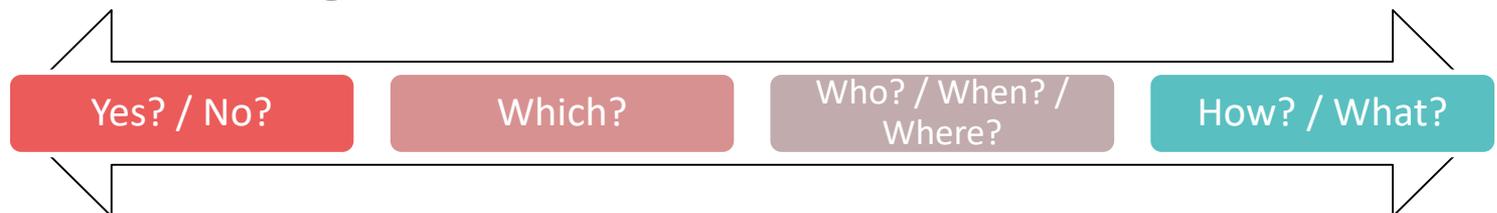




Strong, appreciative questions



- Enhancement-led: panels focus on strengths and success factors and on what could be improved through development
- To that end, they make use of strong, appreciative questions:
 - Short and unambiguous
 - Open, non-directive
 - Personal
 - Aimed at reflection
 - To start a dialogue



NVAO's Appreciative Approach



- Result: a report that is focused on enhancement
- Returning the own story: replying on the story of the institution by describing the coherence of the educational policy
 - Extend knowledge, share insights: the ‘what’, not the ‘how’
 - Co-creation of quality and quality assurance
 - Support a quality culture

'Open' frameworks



- Basis for assessment
 - No standards, no criteria, no checklists ⇔ no structure
 - 3-4 coherent questions

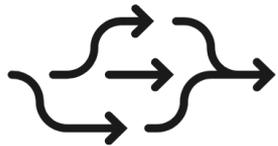


- Assessment scale and assessment rules: holistic judgment

- Assessment process: steps with objectives

- No instruction

- Customisation for added value for NVAO and institution

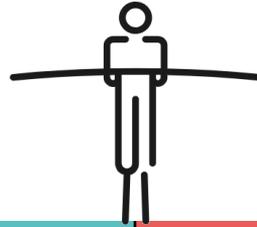


- Critical reflection: documentation, contextualisation, reflection (appreciation), lessons learned
- Optional steps in procedure (e.g. first site visit, CR+)?

Lessons learned re. Appreciative Approach

- Appreciative Approach works well (in Flemish context)
- Not “soft”
 - Does not impede critical remarks or judgements
- Requires continuous attention from all involved
 - Thorough (re-)training of panel members
 - New position for NVAO’s process coordinators
 - Guardian of the Appreciative Approach
 - Coach of panel in establishing an appreciative dialogue
 - Good contact with the institution: account managers
 - Institutional openness for dialogue
- All HE institution have implemented (aspects of) AA

A delicate balance



Exploration	Judgement
Appreciation	Critical investigation
Recommendation	Condition
Autonomy	Regulation
Qualitative	Quantitative
Informal	Formal
What	How
Context	Consistency

Interviews: tips and tricks

- Present achievements and challenges; impact rather than activities
- Be open, not defensive; engage in the appreciative dialogue
- Present your own context
 - Do not feel limited by the criteria
- Present information where it fits best into your story
- Involve students in defining strengths and success stories
- Involve external stakeholders where relevant

To guide interviews

- Organisational chart
- Governance structure

- Possibility to add extra relevant annexes; the panels can ask for additional documents up to 4 weeks before the site visit



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