

# AI'S DIALOGUE WITH EXTERNAL STAKEHOLDERS

CASE: The development of new guidelines for institutional  
accreditation

# NEW AMBITIONS

2018: New focus on dialogue with external stakeholders

Background: ENQA review report and general focus on increased cross boundary dialogue in the public institutions in Denmark

Previously: A lot of dialogue BUT an ad hoc approach, and often late in the processes

Now: Strategy on how to involve stakeholders ongoing and early in the processes

More CO-CREATION, less NECESSARY EVIL

# STRATEGY

## Ambition:

To achieve a broad involvement of all HEIs as well as a close involvement in terms of a small dialogue group consisting of representatives from the different types of HEIs

## Tactic:

Involving confederations of HEIs in making a wish list for the dialogue during the development process

# THE DIALOGUE DESIGN

## **Broad involvement:**

4 separate meetings at sector level

**Purpose:** To discuss diversity within the different kinds of HEI sector in order to ensure that the new guideline handles this diversity + engage all in the on-going process

**Participants:** AI + quality management from the HEIs

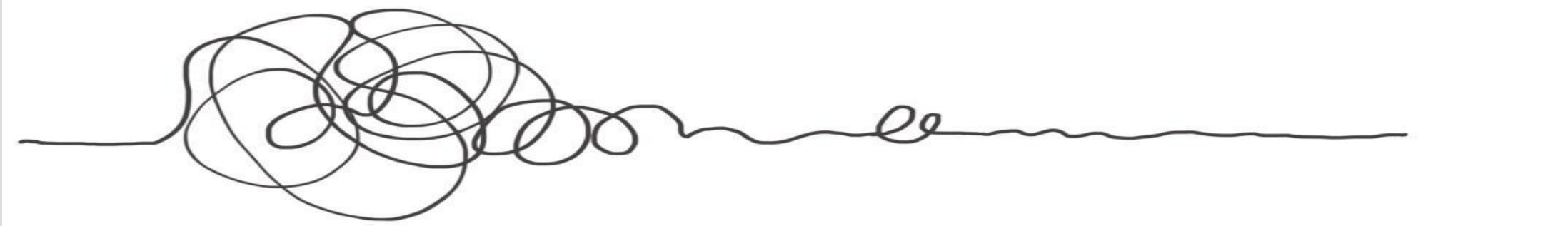
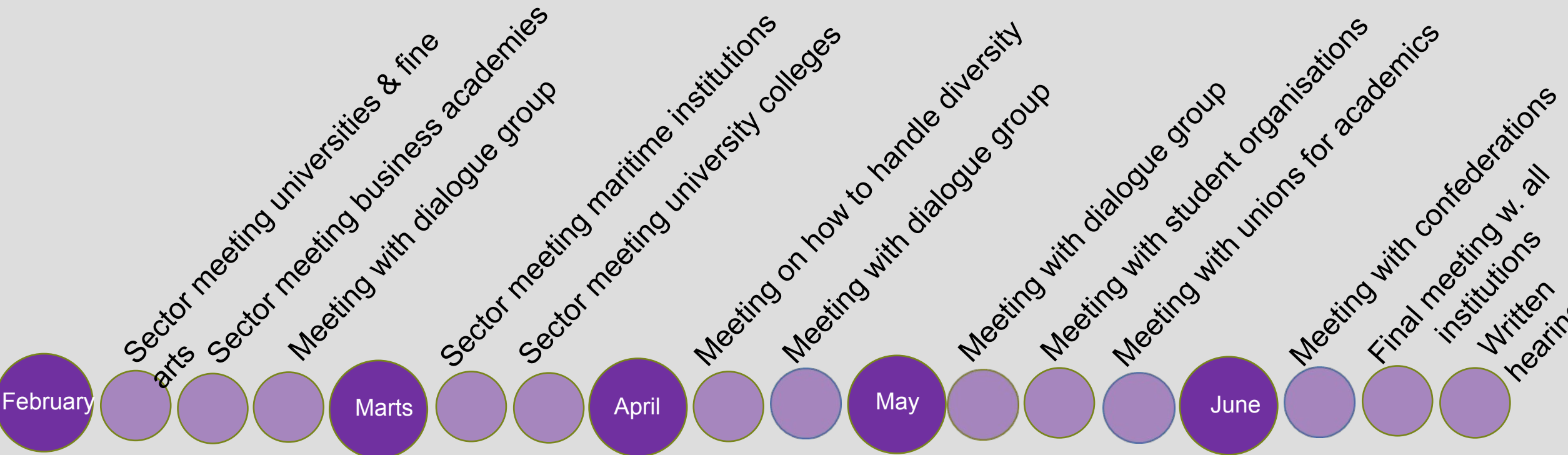
## **Close involvement:**

3 meetings in the dialogue group

**Purpose:** To ensure a very close and on-going dialogue with the HEIs during the development fase

**Participants:** 8 quality managers/consultants from across the sectors: 2 from universities, 2 fra business academies, 2 university colleges, 1 artistic HEIs, 1 from maritime HEIs

# TIME LINE FOR THE DIALOGUE PROCESS



# OUTCOME

Has the efforts and resources payed off?

**YES!**

Provided AI with a better understanding of the HEIs needs and wishes

Early information to the HEIs on the expectations in the new IA system

The participants in the dialogue group were very satisfied with the close involvement in the process.

They have seen new sides of AI - attentive and sensitive to inputs in the development process.

The formal hearing contained only a few critical issues

A qualitatively better product with higher degree of legitimacy and acceptance

OUTCOME

BUT

A price for more listening to the external stakeholders can be less focus on the internal stakeholders: External inputs seize the agenda

The stakeholders you select do not necessarily represent all relevant stakeholders

The representatives may represent only partially the stakeholder institutions

# OUTCOME

## AND

Negotiations in a dialogue are both political and technical: New suggestions for technical issues can introduce uncertainty leading to political interventions from stakeholders

