
It might be expected that implementation of the ESG at institutional level is affected by a wide range of dynamics and governance approaches, which will be considered in this chapter in discussing whether governance changes help to overcome barriers to the implementation of the ESG. Governance encompasses governing interactions between public and private actors “aiming at solving societal problems or creating societal opportunities (Kooiman, 2003: 4). The involvement of European institutions and national governments in establishing the ESG reflects the political commitment “to provide the fully functioning European dimension of quality assurance for the EHEA [European Higher Education Area]” (ENQA 2009: 5). Thus, national authorities are playing at supranational level, and the interactions leading to the implementation of the ESG mean that the state is no longer the main governing actor.