



INQAAHE Bulletin December 2013

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News from the Secretariat

INQAAHE FORUM 2014, registration is now open!

The INQAAHE [Forum 2014 – Partnerships in Quality Assurance in Higher Education website](#) is already uploaded with all the details about the program and registration. Some of the questions that will be discussed by speakers, panelists and participant are as follows:

- How QA processes might benefit from engaging different groups of external stakeholders, such as employers and students?
- Why it might be important to include a variety of stakeholders with differing perspectives and how it might be done?
- What internationalization or globalization in quality assurance means?
- How quality assurance processes might need to change with the increasing use of MOOCs and RPL (Recognition of Prior Learning)?

The Forum is held in Tallinn, Estonia, and the Forum host is the [Estonian Higher Education Quality Agency](#) (EKKA).



The [registration](#) is open. Be the first one!

Bid to host the INQAAHE Forum 2016

The Board of INQAAHE seeks expressions of interest from member agencies in hosting the biennial forum of 2016. Agencies interested in hosting the event should note that it is not the practice to hold events in the same region or continent where a recent conference or for forum took place.

Submission of proposals to host the forum should be made to the Board of INQAAHE through the network Secretariat. There will be a two-step process for members interested in hosting the 2016 INQAAHE Forum, with the first step being the submission of a formal letter of intent with the preliminary proposal. The letter of intent and the preliminary proposal must be submitted electronically to secretariat@inqaahe.org by December 31, 2013.

Requirements for hosting the forum are available at the updated [INQAAHE General Procedures Manual](#) (October 2013), section 5.

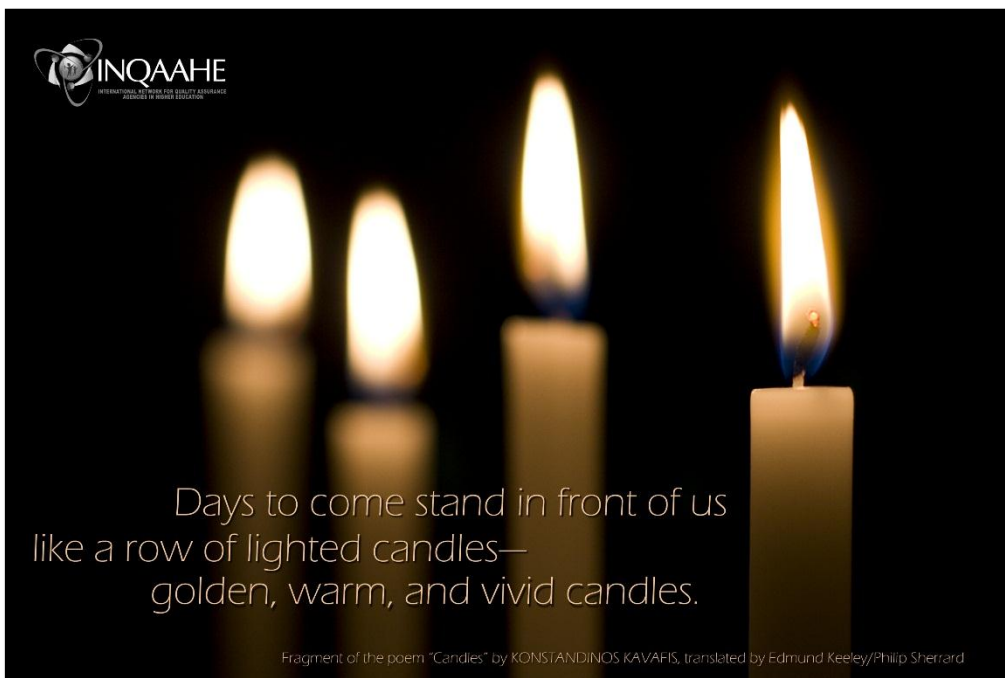
INQAAHE Strategic Plan 2013-2017

The Board has developed a [Strategic Plan for 2013-2017](#) to guide the directions and emphases of the Network. This Strategic Plan draws on an in-depth analysis of the INQAAHE functioning and achievements in the period of 2007-2012. It is intended to provide an overview of the strategic priorities over 2013-2017 within the framework of the INQAAHE mission.



The Strategic Plan is organized around the INQAAHE's goals for 2013-2017, for each of which specific objectives are illustrated. These will be further developed into discrete activities in the operational and yearly plans.

Season Greetings from the INQAAHE Board and Secretariat





President's message

Making Meaningful Resolutions

January 1st is around the corner. This is the date when many people sit down to write out their New Year's Resolutions. Some people resolve to get more exercise. Others vow to lose weight. Then there are those people who promise themselves they will read more books or take a long vacation to an exotic place. But how many of these resolutions fall by the wayside by the end of the month?

When resolutions are made there are always good intentions behind them. They are made with a hope to change things and to make things better in either our own lives or the lives of others. Yet all too often these resolutions are also made with an attitude of "out with the old and in with the new," as though the change will just happen overnight.

Personally, I have tried making resolutions in the past and had a mixed success rate. What I have learned from my failures is that good intentions are simply not enough to make even the best resolution take hold. You need a plan of action and you need others to help you stick with your goals. In other words, your plan of action should take into consideration what you have done in the past that works well or not, where you want to be in the future, what strengths you have to help you meet your goal, and what obstacles might be in the way. But to truly know if you are heading in the right direction, you need others. Call them your fan club, your accountability group, or your membership base, but recognize that you need others to recognize that something has been accomplished.

If you think about it, making meaningful resolutions is a lot like the strategic planning processes used by many organizations to insure that their purposes to exist remain relevant to members and other constituencies. And, while the INQAAHE Board will not be sitting down together on New Year's Eve to write down resolutions for 2014, this is because this past year we already completed a reflection and revision process to our Strategic Plan, resulting in a set of purposeful goals and action steps that are intended to carry us through 2017. The document is exciting reading and can be found on the [INQAAHE website](#).

The 2013-2017 INQAAHE Strategic Plan is the general guide for how the board spends its time and energy. To provide a sense of how this happens, here are examples of Board actions taken in the past six (6) months that are within the scope of the plan.

Strategic Goal 1: To maintain and enhance INQAAHE's role as world leader in quality assurance



Examples - Members of the INQAAHE Board have participated in several national and regional QA conferences this fall. We continue to represent the voice of the global QA community and to encourage active participation and membership in INQAAHE from all regions and nations. In addition, the Board has begun to focus on leadership development with a new committee structure and is looking at new ways to mentor board members for the leadership role they have taken on by standing for election or accepting a co-option.

Strategic Goal 2: To develop and support a global QA community

Examples: The 2014 Forum will offer a preconference workshop on implementing the Guidelines of Good Practice. This is a growing area of interest, now that several agencies have sought an international external review using the GGP. In addition, INQAAHE continues to advocate for better use of the Database of Consultants, which is hosted on the APQN website. INQAAHE will continue to support this database through its volunteer base and hopes to work with APQN on insuring its maintenance with requirements for updating of all consultant information.

Strategic Goal 3: To advance the body of knowledge in, and to ensure continued effectiveness of quality assurance

Examples: INQAAHE actively supports research with annual funding and has put a call out for research proposals this fall. Furthermore, INQAAHE is also planning to undertake a scoping study in the next six months in collaboration with UNESCO. Also of importance is the work of some Board members, in conjunction with other INQAAHE members, to rethink the process for how submissions to the Database of Good Practices are handled and how to improve use of this potentially very useful section of the INQAAHE website.

Strategic Goal 4: To advocate and promote the concept of QA as the driving force for continuous improvement of tertiary education.

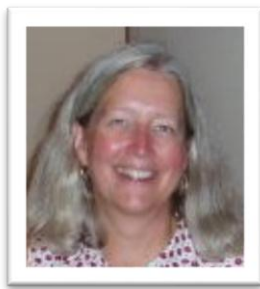
Examples: The focus of the 2014 Membership Forum in Tallinn, Estonia, is focused on the importance of building partnerships with our stakeholders – students, institutions, employers, and governments. Expanding our relationships with these groups is imperative if quality assurance hopes to remain relevant in the eyes of the public, who now have a variety of sources from which to seek information, such as magazine rankings, national test scores, and so forth. INQAAHE has also continued to build relationship with institutions willing to offer degree programs to prepare future professionals in the theory and practice of QA in higher education. This year, in addition to INQAAHE's agreement to offer QAP curriculum to students through the University of Melbourne, an agreement was



reached with the University of Aveiro. It is hoped that this new program option will be open for enrollments in 2014.

Reviewing the Strategic Plan and its goals periodically is a good thing. In writing this article, it is clear to me that INQAAHE is still on target with its activities, but that there is more work to be done if we are to be accountable with what we hope to accomplish in the next three years. It is also clear to me that we have set meaningful goals for ourselves, as they will insure that we remain strong, visible to those that need to know about us, and relevant. If you decide to set some resolutions for yourself this year, perhaps you can include INQAAHE in your thinking. Become more active by sharing your ideas and attending the Forum in Tallinn. Make a meaningful resolution to increase both your own professionalism, as well as INQAAHE's.

Happy New Year!



Carol Bobby, INQAAHE President 2013-2015

News from networks

EQArep project Final Conference to take place in Brussels

In 2012, the European Association for Quality Assurance in Higher Education (ENQA) was granted EU funding for its project entitled “Transparency of European higher education through public quality assurance reports (EQArep)”, which aims at developing **European standards for quality assurance reports**. The project is expected to result in a set of recommendations to quality assurance agencies on the content and form of informative and approachable quality assurance reports. The project, which took off in October 2012, will end in September 2014. In order to discuss and validate the findings of the project activities and to further disseminate the project results, a Final Conference will be held in **Brussels on 22-23 September 2014**. The Final Conference will gather quality assurance agencies, representatives of higher education institutions, employers, student unions, policy makers and other interested parties.



More information will be published on the [ENQA](#) website!

Latest news from the 2013 ENQA General Assembly

Dr Pdraig Walsh, Chief Executive of the Quality and Qualifications Ireland (QQI) was elected President of ENQA at the 4th General Assembly that was held in Vilnius on 29-30 October 2013. Dr Pdraig Walsh was elected to the ENQA Board in 2011, after having served as a co-opted Board member from 2009 to 2010.

Further to the election of the new President, two new members have joined the ENQA Board: **Daisuke Motoki**, Managing Director of FIBAA and **Anthony McClaran**, Chief Executive of QAA, were elected each for a three-year term. **Caty Duykaerts**, Head of Executive Unit at AEQES was re-elected for a second term of three years. **Helka Kekäläinen**, Secretary General of FINHEEC, and **Josep Grifoll**, Technical Director for Quality Assurance at AQU Catalunya, Spain, were elected as Vice-Presidents.

At its meeting on 29 November 2013, the ENQA Board agreed to co-opt **Aurelija Valeikienė**, Deputy Director of SKVC, as a Board member with immediate effect. Ms Valeikienė will act as a full Board member until the next General Assembly which will take in October 2014.



Save the dates for the next ENQA Members' Forum and General Assembly!

The next **ENQA Members' Forum** will take place in Saint-Petersburg, Russia, on **24-25 April 2014** and will be hosted by the National Center for Public Accreditation (NCPA). Registration for the event will open in **January 2014**.

Furthermore, the **2014 ENQA General Assembly** will be hosted by the Agency for Science and Higher Education (ASHE) on **16-17 October in Zagreb, Croatia**.

New president for President of the Association of Quality Assurance Agencies of the Islamic World (QA-Islamic)

Dr. Jawaher Al-Mudhahki the Chief Executive of the National Authority for Qualifications and Quality Assurance of Education & Training (QQA) of the Kingdom of Bahrain has been elected as the President of the [Association of Quality Assurance Agencies of the Islamic World](#) (QA-Islamic) during the Seminar and Roundtable meeting held in the Kingdom of Bahrain from 28-29 October 2013.



News from members

Japan University Accreditation Association Held the First JUAA Presidents' Seminar

As Japanese higher education faces various challenges, the role the [Japan University Accreditation Association](#) (JUAA) plays has become increasingly critical. The JUAA wishes to help Japanese colleges and universities to meet the challenges by regularly offering opportunities for addressing and discussing various topics concerning higher education.

One such attempt is to have JUAA Presidents' Seminars. The first seminar was held on September 16, and JUAA set the theme of "Directions of Higher Education in the 21st Century: Role of President in Colleges and Universities" to invite four notable lecturers. The surprise was that a big typhoon hit Japan on the day. Despite the terrible weather, approximately fifty current Japanese university presidents and vice-presidents participated.

The first lecturer, Dr. George E. Rupp, is currently a Senior Fellow of the Carnegie Council for Ethics in International Affairs, and was the President of Rice University and the President of Columbia University in the past. For the seminar, based on his experiences as a university president, he presented a lecture, entitled "Japanese and American Universities: Searching for Strategic Responses to Global Challenges."



The second lecturer was Dr. Thomas L. Benson, who is the Chair of the Board of Directors at the Council for American Culture and Education and the President Emeritus of Green Mountain College. Dr. Benson, in his lecture, entitled "The Gathering Storm: Four Challenges Facing Higher Education," spoke about the fundamental changes that confront current higher education.

The third lecturer was the former president of the University of Tokyo, Dr. Komiyama Hiroshi, who currently serves as the Chair of the Institute, Mitsubishi Research Institute, Inc. Dr. Komiyama is famous for his initiatives as president to reform the University of Tokyo's organizational structure and curriculum. He



spoke of the role of university from the perspective of universities as a center of community.

The last lecturer was the current President of Waseda University, Kaoru Kamata, who also serves as the Chairperson of the Education Rebuilding Implementation Council under the Abe Administration. His committee has made a number of recommendations for Japanese university education for the future. President Kamata talked about presidential leadership in the context of university education reforms.

Following the lectures, we had a session of questions, answers, and idea exchanges, moderated by Dr. Norihiko Suzuki, President of Akita International University and Advisor to the JUAA. There were lively discussions and exchanges of views.



Upcoming events

ENQA Workshop on publication of QA results: purpose, structure and content

The workshop on publication of QA results: purpose, structure and content will take place on 16-17 January 2014 in Zurich, Switzerland. This event is organised by ENQA in cooperation with the Swiss Center of Accreditation and Quality Assurance in Higher Education (OAQ) within the "Transparency of European higher education through public quality assurance reports" (EQArep) project of ENQA with the financial support of the Lifelong Learning Programme.

The overall aim of the project is to analyse the stakeholders' information needs and use of quality assurance reports to meet those needs, to collect information on the current state of the art in the form, content and availability of reports produced by European quality assurance agencies, and to assess the feasibility of developing European Standards for the QA review reports or their summaries.

EURASHE 24th Annual Conference – Yerevan 2014

On 15-16 May 2014 EURASHE will organise its 24th Annual Conference in Yerevan (Armenia). It will be organised in cooperation with the Rectors Council of Armenian State Higher Educational Institutions and hosted by the [Yerevan State University of Architecture and Construction](#) (YSUAC).