



ANNUAL REPORT 2018

March 2019



Global platform for quality enhancement in tertiary education








Foreword

Dear Friends and Colleagues,



INQAAHE launched 2018 with a new Strategic Plan (2018-2022) setting a new course of actions for taking the Network to the new heights in terms of *Sustainability, Quality Culture, QA Research and Innovation* and *Relevance of provisions*. 2018 was also marked with launching operations of a new Board as a result of elections 2018. With the new beginnings, in 2018 attempts have been made to better serve our members and offer benefits that would further firm our members' contribution to tertiary education community and society at large.

We are pleased to share the major achievements of INQAAHE in this Annual Report which have become possible due to the hard work of the INQAAHE Board (out-going and in-coming) and Secretariat, along with the active involvement of our valued members in a variety of activities and projects. The highlights include, but are not limited to the following:

-  Finalization and adoption of the new Constitution to ensure sustainability in the Network's operations. Along the line, we have also launched the activities related with revision of the INQAAHE organizational structure and introduction of a new executive position;
-  Revision of the INQAAHE membership categories and criteria to introduce a new category – GGP Aligned members while attaching the importance INQAAHE pays to credibility of QA bodies operations and the benefits they can offer to our members. We also revised the benefits each category of members can avail;
-  Introduction of a new initiative on *Training and Certification of QA Reviewers* with the aim to enhance QA provisions, consistency in external reviews as well as relevance;
-  Completion of the INQAAHE Global Study on External and Internal Quality Assurance of Higher Education and preparations for its publication;
-  INQAAHE Funding Scheme 2018 to support research in quality and quality assurance as well as capacity building of our members;
-  Continuation of the INQAAHE promotion of the initiative on combatting corruption in cooperation with the INQAAHE members;
-  Enhanced collaboration with regional networks, university associations, professional and subject specific accreditors and lead international organisations to jointly seek solutions to the challenges HE and QA currently faces.

It is our firm belief, that the efforts invested will lead to enhanced sustainability, relevance and effectiveness of the Network and do support HE systems and QA bodies in their quest for relevance and improved HE for students and the societies at large.

We look forward to further working *with you and for you* in the years to come.

Susanna Karakhanyan

VII President





International Network for Quality Assurance Agencies in Higher Education

Contents

	2
MISSION AND STRATEGIC PRIORITIES	4
SUSTAINABILITY	6
Operations: statutory and organizational changes	6
Membership and growth	10
Guidelines of Good Practice	12
Visibility	13
Finance	19
QUALITY CULTURE	22
Events	22
Professionalisation of QA	24
RESEARCH/THINK TANK	29
Strategic Initiatives	29
Capacity Building and Research projects	30
RELEVANCE	33
Global Study	33
Concluding Remarks	36
Annex 1: Activity Plan	37
Annex 2: Committees and Working Groups	39
Annex 3: Website analytics	42





MISSION AND STRATEGIC PRIORITIES

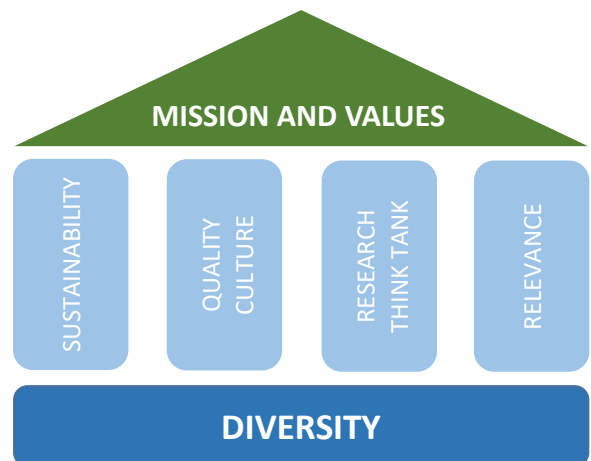
INQAAHE is the global network of quality assurance bodies in higher education. It exists to:

-  Enable quality assurance bodies to share information and experiences;
-  Lead and advance the theoretical and practical foundations of the profession;
-  Develop and promote standards of professional practice in quality assurance (QA);
-  Encourage and assist in continuous improvement amongst member agencies, including professional development and capacity-building for the benefit of higher education (HE) institutions, their students and their societies.

INQAAHE launched 2018 with the new Strategic Plan 2018-2022 developed with broad involvement of its members to ensure that the outlined strategies and goals serve the diverse needs of our valued members and stakeholders at large. The Strategic Plan was approved and adopted by the INQAAHE Board of Directors on the 18th of December 2017 and entered its full implementation on the 1st of January 2018.

The strategic pillars around which the activities in 2018 evolved are as follows:

-  **Sustainability:** refers both to the sustainability of INQAAHE operations and that of its activities aimed at enhancing QA systems worldwide;
-  **Quality culture:** refers to further efforts to be invested to promote the establishment and enhancement of quality culture;
-  **Research/Think tank:** refers to the contribution to the body of knowledge as promoted by the Network and its members;
-  **Relevance:** refers both to the relevance of INQAAHE operations and that of its activities aimed at promoting relevance of QA approaches worldwide.



Underpinning the strategic priorities is INQAAHE's approach in embracing the diversity of cultures and methodologies driving HE QA worldwide.

To implement the SP the INQAAHE Board developed Activity Plan 2018 with specific performance indicators and timelines as well as established respective working groups to compliment the activities of the INQAAHE Board Standing Committees. Seven new strategic committees were established to target

and benefit the regional needs of each of the following regions – Africa, the Arab region, Asia-Pacific, Eastern Europe, Latin America and the Caribbean, Northern America and Western Europe.

The 2018 Annual Report highlights the initiatives and activities undertaken to implement the SP with links to the strategic priorities and specific objectives of INQAAHE.

SUSTAINABILITY

To boost INQAAHE’s role as a world leader in tertiary education quality assurance and an umbrella organisation for external and internal quality assurance providers.

Operations: statutory and organizational changes


To enhance sustainability of INQAAHE, the INQAAHE Board has been re-evaluating its role as a global organization for quality assurance in higher education with the main aim to position itself nationally, regionally and internationally. To respond to these needs, INQAAHE has undertaken a revision of its constitution, taking into consideration the challenges brought about by globalization, information and communications technology, diversification of higher education provisions, and more specifically, the growing diversity of quality assurance networks and providers. This revision was undertaken to project INQAAHE as a more sustainable, feasible and impactful organization in general, and to meet the needs of our members and higher education systems in particular.





After several rounds of consultations with our key stakeholders, the new Constitution was voted by INQAAHE full members from September 19 until October 5, 2018. The Board met on November 8, 2018 and made the Constitution official hence the new version of the Constitution was officially adopted on November 2, 2018. The full results of the voting can be consulted on [INQAAHE’s website](#).

Table 1. Constitution voting results

TOTAL ballots	66
INQAAHE Full Members	188
Turnout	35%
Minimum quorum needed	30%

The major items of change evolve around:

- 
Introduction of a new membership type: INQAAHE is an inclusive organization established to serve as an enhancement platform for all types of quality assurance providers, to promote and advance excellence in higher education, as well as to serve as a bridge between all parts of the world. To become an INQAAHE full member a QA organization needs to work in the field of the external evaluation of tertiary education institutions – regardless of the duration of experience and expertise. A need to introduce a new type of membership has evolved to recognise leading and advanced QA bodies and thus, a new membership type, *GGP Aligned QA Body*, has been introduced.

- 
Election of the President: since its inception, the General Assembly has been the body that elects the President of INQAAHE, along with the Board of 8 Directors. The revised constitution proposes that the President is to be elected by the Board of Directors, following the GA's election of 8 Directors to serve on the Board.
- 
Staggered approach to the Board formation: The INQAAHE Board is formed once every three years and the current procedures allow for the whole board, including the President, to change at the same time, which puts the sustainability of the INQAAHE operations at risk. Thus, the revised Constitution proposes a staggered approach to Board formation, which will allow change of 50% of the Board members at a time.
- 
The revised Constitution also makes provision for a new approach to managing the operations of INQAAHE – the introduction of position of CEO and, if the revenue of the Network grows sufficiently, the establishment of a permanent Secretariat.
- 
Last, but not least, a major change to the voting rights of the Secretariat: the INQAAHE Secretariat is selected by the Board based on the open call among the full members. Considering the appointment of the Secretariat is the Board's decision, an amendment has been made to withdraw the right of the Secretary to vote.

Considering the rapid and vast changes in the HE and QA arena, the organization has grown to the extent that a full time executive staff member is required to support the INQAAHE operations, promote growth and sustainability. Thus, in quarter 3 (Q3), in line with the General Assembly decision, arrangements have been made to launch the call for a new position at the INQAAHE – Chief Executive Officer.

During Q4, arrangements were made to interview all shortlisted candidates for the CEO position. INQAAHE expects to announce its new CEO during the annual General Assembly meeting.

FAREWELL TO THE INQAAHE BOARD 2015-2018

At the INQAAHE 2018 General Assembly on the 4th of May, in Mauritius, the President of INQAAHE, Susanna Karakhanyan expressed her heartfelt appreciation to the out-going Board for the outstanding contribution to the INQAAHE success throughout 2015-2018 term.

The contribution of the Board was second to none considering the volunteering nature of the Board operations. Throughout the term, the Board registered unparalleled success while establishing all the requisite conditions for taking the organization to the new heights.



ELECTIONS, FORMATION, AND LAUNCH OF THE ACTIVITIES OF THE NEW BOARD




In Q1-Q2 INQAAHE had two elections – election of both the President and the Board of Directors. The election results were announced on the 20th of April. On the 4th of May, at the General Assembly in Mauritius, all new members of the Board including the President commenced the new term 2018-2021.

Over 100 organisations participated in the INQAAHE Election 2018 for President and Board directors, held in April 2018. Individuals who received the highest number of valid votes for the following offices:

- | | |
|--|--|
|  Susanna Karakhanyan, President |  Erika Soboleva, director |
|  Angela Yung-Chi Hou, director |  Leah K. Matthews, director |
|  Salim Ahmed Khan, director |  Juan Carlos del Castillo Vázquez, director |
|  Karen Treloar, director | |

In the seventh position, three nominees received the same amount of votes, Maria Jose Lemaitre, Michael Bradshaw and Vivek Gupta Ramnarain. This three-way tie was broken in favour of Vivek Gupta Ramnarain by election during the General Assembly, the 4th of May, 2018.

The Board also co-opted the following officers as Directors.

-  Mike Kuria, IUCEA, Inter University Council for East Africa, Uganda
-  Anely Ramírez Sánchez, CNED, National Council of Education, Chile
-  Orla Lynch, Head of Cyclical Reviews, Quality Assurance and Qualifications, Ireland

Taking into consideration introduction of the staggered approach to the Board formation, the co-opted members were invited for one-year term, which will allow the staggered approach for the next rounds of the Board formation.

For the first time in the INQAAHE's history, 90% of the Board of Directors are new to the Board.

The period since election was characterized by intensive induction of new Board members, co-option of the geographically underrepresented regions and new ideas to further benefit the membership. Following the Board's final formation, the Board elected Leah Matthews (the USA) as Vice-President and Vivek Gupta (Africa) as Treasurer.

One of the new Board initiatives is the establishment of new Regional Standing Committees (RSCs) to better and deeper explore the needs and developments in each region and, thus, enhance INQAAHE's contributions through targeting specific and diverse needs. The RSCs are led by a Board member representing a specific region in partnership with the regional Networks and highly qualified representatives from the region. In mid-June, seven RSCs were launched: Western Europe, Eastern

Europe, Latin America and the Caribbean, the Arab Region, Africa, Northern America and Asia-Pacific region.

INQAAHE Board 2018



Susanna Karakhanyan
PRESIDENT
Abu Dhabi Education Council, the United Arab Emirates



Leah Matthews
VICE-PRESIDENT
Distance Education Accrediting Commission, USA



Vivek Gupta
TREASURER
Tertiary Education Commission, Mauritius



Juan Carlos del Castillo
National Council for the Quality of Tourism Education, México



Angela Yung-Chi Hou
Higher Education Evaluation and Accreditation Council of Taiwan



Salim Ahmed Khan
Riphah International University, Pakistan



Erika Soboleva
Agency for Higher Education Quality Assurance and Career Development, Russia



Karen Treloar
Tertiary Education Quality and Standards Agency, Australia



Mike Kuria
Inter University Council for East Africa, Uganda



Orla Lynch
Quality Assurance and Qualifications, Ireland



Anely Ramírez
National Council of Education, Chile



Martí Casadesús
SECRETARY
Catalan University Quality Assurance Agency

Membership and growth





NEW MEMBERSHIP CRITERIA AND PROCEDURE

Following the amendments to the Constitution introduced in 2018, based on the accumulated experience throughout the years, as well as introduction of a new membership category – GGP Aligned members - the INQAAHE *Members and Membership Committee* undertook a revision of the membership criteria and application processes. The current [INQAAHE Membership Criteria and Processes](#) is the result of the hard work conducted by the Board to ensure only credible organizations become members of INQAAHE. In addition to improving the membership application process, an attempt was made to ensure quality, accountability, and responsibilities of the applicants and current members to keep instilling trust and credibility among the wider HE community.

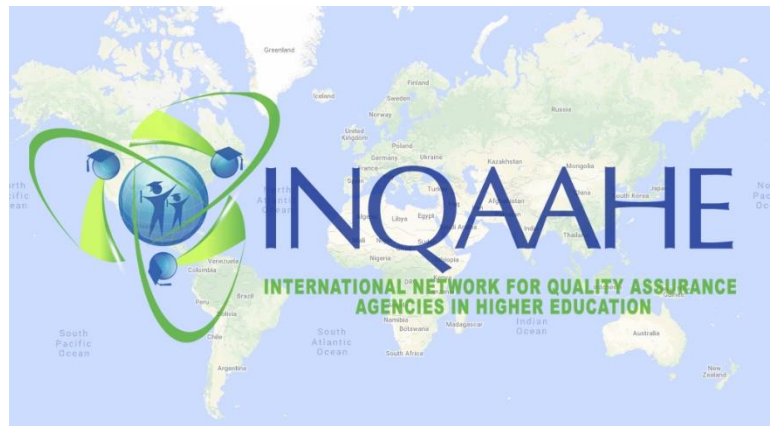
The INQAAHE membership criteria were revised to introduce a new membership category as per the new Constitution – GGP

Aligned member – and the membership criteria and benefits have been revised accordingly. The revised document was approved during the 5th Board Meeting 2018 in December and, hence, mark its official launch.

INQAAHE offers now four categories of membership:

-  GGP Aligned members
-  Full members
-  Associate members and
-  Affiliates

Starting 2019 the new membership categories, criteria and processes are officially launched.



During 2018 INQAAHE welcomed the following members:

Table 2. Newly joint members 2018

ORGANISATION	MEMBERSHIP	COUNTRY
<u>Rauf Denktas University</u>	Associate member	Turkey
<u>Botswana Qualifications Authority</u>	Full member	Botswana
<u>Kamla Nehru Mahavidyalaya</u>	Associate member	India
<u>Chinhoyi University of Technology</u>	Associate member	Zimbabwe
<u>Kingston Academy</u>	Associate member	United Kingdom
<u>Dawood University of Engineering and Technology</u>	Associate member	Pakistan
<u>Mirpur University of Science and Technology (MUST)</u>	Associate member	Pakistan
<u>Lyceum of the Philippines University</u>	Associate member	Philippines
<u>University of Bahrain</u>	Associate member	Bahrain
<u>Independent Kazakhstan Center of Accreditation</u>	Full member	Kazakhstan
<u>Accreditation Agency of Curacao</u>	Associate member	Netherlands Antilles
Daphne Onumu Oevi-Artango	Affiliate	Papua New Guinea
<u>Stichting Nederlands Register Opleidingen (SNRO)</u>	Full member	Netherlands
<u>Chinhoyi University of Technology</u>	Associate member	Zimbabwe
<u>Myanmar Engineering Council</u>	Full member	Myanmar
<u>University of Peradeniya</u>	Associate member	Sri Lanka
Najma Taqi	Affiliate	Bahrain
Asif Ahmed Shaikh <u>NED University of Engineering and Technology</u>	Associate member	Pakistan
<u>Jinnah Sindh Medical University</u>	Associate member	Pakistan
Sistema Nacional de Evaluación, Acreditación, y Certificación de la Calidad Educativa (SINEACE) <u>National System of Evaluation, Accreditation and Certification of Educational Quality</u>	Full member	Peru
Trung tamkiem dinh chat luong giao duc - Hlep hoi Cac truong dai hoc cao dang Viet Nam <u>Centre for Education Accreditation, Association of Vietnam Universities and Colleges</u>	Full member	Vietnam
Consejo Nacional de Acreditación en Informática y Computación A.C. (CONAIC) <u>Accreditation in Computing and Computer AC</u>	Full member	Mexico

CANCELATIONS

As a result of an annual check carried out by the Secretariat, 4 members were removed from the INQAAHE register. All of them requested their membership to be discontinued predominantly based on the change of the status issue. In 2018 no members were removed due to unpaid membership fees for more than two years.

Guidelines of Good Practice

DEVELOPMENT OF THE GGP ALIGNMENT PROCEDURES

[INQAAHE Guidelines of Good Practice, Procedures Manual](#) (2018) was published in April, developed by the Recognition Committee. Several options for GGP alignment procedures are offered to lessen the burden of agencies that are eager to undergo a GGP alignment, as well as to ensure that members can avail themselves of the opportunity to be GGP aligned, thus attesting and reaffirming the credibility of their provisions.

The GGP Aligned agencies now become honoured members of INQAAHE through the new category – INQAAHE GGP Aligned members and can avail more benefits.

Visibility

2018 was intensive in terms of INQAAHE participation and contribution to the quality assurance dialogue worldwide.

INTERNATIONAL CONFERENCE ON DIVERSITY, QUALITY AND IMPROVEMENT – SANTIAGO DE CHILE, 8-10 JANUARY

The International Network for Quality Assurance Agencies in Higher Education, in cooperation with CINDA (Centro Interuniversitario de Desarrollo), RIACES (La Red Iberoamericana para el Aseguramiento de la Calidad en la Educación Superior), Ministry of Education of Chile, and IESALC (the UNESCO regional office in Latin America and the Caribbean), organized an international conference on quality assurance in tertiary education in Santiago, Chile, from 8-10th of January, 2018.



The focus of the event was on the development of higher education for the 21st century - a time of reforms and structural change. Around the world, including Latin-America and the Caribbean region, governments and institutions advocate changes in higher education systems to provide effective, inclusive, quality higher education. The [International Conference on Diversity, Quality and Improvement](#) provided a trusted platform for tertiary education key stakeholders to reflect on the experiences and impact of the current practices while providing an excellent opportunity to consolidate and plan for the future with global partners, who brought in a wider view. The conference promoted knowledge-sharing and stimulating discussions for like-minded quality assurance enthusiasts. Experts from quality assurance, higher education institutions, and policy maker from Latin America, the Caribbean, and other regions of the world shared their views on the current challenges the global tertiary education system is confronting. The format of the event included keynote and short presentations with breakout groups for participants to hold theme-focused discussions. The outcomes of the Conference will be published and presented at the Regional Conference for Higher Education, CRES 2018.

Quality as Recognition was the main highlight of the INQAAHE contribution. The message from the INQAAHE President was the significance of promoting relevance and recognition of tertiary education outputs in terms of qualifications, knowledge development and knowledge transfer as well as

recognition of quality assurance outcomes and the importance to re-consider approaches to QA to enable such kind of recognition.

One of the highlights of the event was the workshops offered to the tertiary education providers on internal and external quality assurance. To promote recognition of the tertiary education outcomes in general and quality assurance in particular, INQAAHE conducted a [workshop on the new Guidelines of Good Practice](#) adopted in 2016 and the new procedures related to it. The INQAAHE Events Committee in cooperation with CINDA (Centro Interuniversitario de Desarrollo), RIACES (La Red Iberoamericana para el Aseguramiento de la Calidad en la Educación Superior), Ministry of Education of Chile, and IESALC (the UNESCO regional office in Latin America and the Caribbean) organized an international conference on quality assurance in tertiary education in Santiago, Chile, 8th to 10th of January, 2018.




The focus of the event was on the development of higher education for the 21st century - a time of reforms and structural change. Around the world, including Latin-American and the Caribbean region, governments and institutions advocate changes in higher education systems, to provide effective, inclusive, quality higher education.

CHEA/CIQG ANNUAL EVENT – WASHINGTON DC, 29 JANUARY



By the end of January the US-based Council for Higher Education Accreditation and the CHEA International Quality Group held their [annual conference](#) in Washington DC. INQAAHE was invited to contribute to the theme on the *Current Interaction of Politics, Social Justice and Quality, The Role of Multilateralism*. The panel presentation and discussions were chaired by the CHEA lead Senior Advisor, Stamenka Uvalic-Trumbic, Senior Advisor. INQAAHE President, Susanna Karakhanyan, and Mr. Libing Wang, Chief of the Section for Educational Innovation and Skills Development at the UNESCO Asia-Pacific Regional Bureau for Education, were the keynote speakers for the panel.

The questions posed to the panel mainly revolved around UN Sustainable Development Goal 4 on *Ensuring inclusive and equitable quality education for all and promote lifelong opportunities for all*:





-  Has there been a shift of emphasis by multilateral organisations to include a more prominent focus on social justice and equity in HE?
-  What are the actual trends reflecting these approaches?
-  What is the role of politics and its interaction with these trends?

INQAAHE's contribution mainly revolved around the current expectations of the higher education key stakeholders and some potential changes to the approaches of quality assurance to meet the expectations of the stakeholders were proposed by INQAAHE. The core business for QA, as summarized by Judith Eaton, the CHEA President, is a proposal to make a move towards a social dimension. As Karakhanyan mentioned, the QA should gear towards supporting the HE providers in their efforts to link academia with the industry and broader, socio-economic needs. Quality as recognition of higher education outcomes and outputs was proposed as one of the solutions to the challenges posed.

[INQAAHE presentation at CHEA/CIQG event](#)

REGIONAL CONSULTATION MEETING WITH UNESCO – MOSCOW, 23-24 APRIL

In April 23-24, 2018 Moscow hosted a regional consultation meeting for the countries of Eastern Europe and Central Asia. The event was the preparatory stage of the World Conference on Quality Assurance in Higher Education. Such activities on the education quality are held by UNESCO with INQAAHE as a key partner, in various regions of the world in order to get information about the problems the region is facing and thereby to determine the range of issues to be discussed at the final Conference in November 2018 in France. The National Accreditation Agency (NAA) and the Agency for Higher Education Quality Assurance and Career Development (AKKORK) were the host organizations. Within the framework of the regional meeting in Moscow, the following was discussed:

-  Quality assurance and diversification of provision
-  Role of Quality assurance in fostering sustainable development
-  Relevance of EQA: Accountability and Improvement
-  Quality Assurance: Internationalization and mutual recognition.

The INQAAHE President presented the initial results of the Scoping study on Eastern Europe by highlighting the major achievements and challenges in the region. The study was conducted with joint efforts of CEENQA, NAA and AKKORK.

The UNESCO consultation meeting culminated in a set of recommendations for the Eastern Europe to follow.



EHEA MINISTERIAL CONFERENCE AND BOLOGNA POLICY FORUM, PARIS, 22-25 MAY



INQAAHE was invited to participate in the EHEA Ministerial Conference 2018 and Bologna Policy Forum from 22 to 25-May-2018 in Paris, France. With the endorsement of the Directors on the new INQAAHE Board, INQAAHE was well-represented by Ms. Pauline Tang, Immediate Past Vice President of INQAAHE and Chief Executive Officer of [THE-ICE](#).

Over the three-day event, connections were established with numerous Ministers of education from the forty-eight (48) attending countries, who have collaborated over the past twenty years to implement reforms on higher education based on key common values such as freedom of expression, institutional autonomy, independent student unions, and academic freedom. The main goal is to promote staff and student mobility and facilitate employability through continuous adaptation of education systems and strengthening of quality assurance mechanisms.

Project Leaders of the Bologna Process innovative programmes were invited to share the outcomes of their respective initiatives, and panel sessions were delivered by such high-profile panellists as Mr Tibor Navracsics, European Commissioner of Education, Culture, Youth, and Sport; Mrs Audrey Azoulay, General Director of UNESCO; Mr Eduardo Philippe, Prime Minister of France.

The Ministers confirmed their commitment to continue the political dialogue and cooperation into the future at the Bologna Policy Forum, as well as their commitment in supporting the ongoing, interregional dialogue on issues of common concern amongst policy makers, stakeholder organisations, students, staff, and higher education institutions. The Ministers also reaffirmed the EHEA foundational values of autonomy, academic freedom, and fostering active participation from academics and students.

The next EHEA Ministerial Conference and Bologna Policy Forum will be held in Rome in 2020. The conference publications are [available for download from the conference website](#).

IV SCIENTIFIC FORUM EVALUATION, ACCREDITATION AND QUALITY ASSURANCE – TANGIER, 29-30 JUNE

On the 29th-30th of June, 2018, under the auspices of the Moroccan Ministry of National Education, Professional Training, Higher Education and Scientific Research, the IV Scientific Forum entitled Evaluation, Accreditation and Quality Assurance took place in Tangier, Morocco.

The government of Morocco has recently adopted the new strategic vision 2015-2030 of the education system reform and the forum took place to promote its implementation.



The forum was presided by the Minister and State Secretary in Higher Education and Scientific Research, Mr. Khalid Samadi. National Agency for Quality Assurance of Higher Education and Scientific Research (ANEAQ), University Association of Morocco, presidents of all the HEIs, public and private, other quality assurance stakeholders were present.

INQAAHE President was invited to share the developments globally and for consultation on how best the Moroccan system should develop to ensure alignment with the trends and, most importantly, relevance to the socio-economic needs of the country. The title of the presentation evolved around: *Current challenges in higher education and quality assurance: relevance vs. relegation*. As an organization, INQAAHE expressed its readiness to always contribute in all the matters related to higher education and quality assurance enhancement in the country.

As a result of the forum, a set of practical recommendations was developed to support the HE system in Morocco.



INTERNATIONAL CONFERENCE ON EDUCATION EVALUATION – RIYADH, 4-6 DECEMBER

International Conference on Education Evaluation (ICEE) with the focus on future skills development and assessment, was held from 4th to 6th December 2018. Organised by the legislative authority EEC (Education Evaluation Commission), the Conference was well-attended by some 1,300 representatives from various departments of the Ministry of Education, Arabic higher education institutions, invited international presenters, researchers, academics and specialists.



The ICEE was officially opened by HE Minister of Civil Service, Sulaiman Bin Abdullah Al-Hamdan; HE Minister of Education, Ahmed Bin Mohammed Al-Issa; HE Minister of Communications & IT, Eng. Abdullah bin Amer Al-Swaha and HE Vice Minister of Economy & Planning Faisal Al-Ibrahim. Representing INQAAHE, Pauline Tang, Immediate Past Vice President, delivered our views on global trends on higher education, latest developments in value-added scores of assessing learning outcomes.

UNESCO GLOBAL CONVENTION MEETING UNESCO – PARIS, 5-7 DECEMBER

In view of the fact that the UN Global Convention on qualification recognition is to become official in 2019, UNESCO organized the *First Intergovernmental Meeting on the Global Convention on the Recognition of Higher Education Qualifications* on the 5th-7th of December, 2018, in Paris, UNESCO Headquarters.

The aim of the meeting was to review the draft Convention in wide consultation with the member states and other key stakeholders.

The meeting was organized for the UN member states, however, considering the role of other key stakeholders crucial for the success of the Convention development and implementation international organizations dealing with higher education, qualifications, and quality assurance were also invited to participate as observers. INQAAHE was represented by the President and had active contribution to the discussion highlighting the importance of the mechanisms necessary for promoting trust and credibility as well as tools necessary for the implementation of the Convention.

A second intergovernmental meeting will take place in March 2019 with the view to endorse the Draft that will be submitted to the 40th General Conference for adoption.



DISSEMINATION OF ACTIVITIES

Bulletin. The aim of the bulletin is not only to inform about latest developments of the network, like new members, calls, results, etc. but also share information from members among them. As you know, most of the content of the bulletin consists of contributions from member about their own activities.

The four corresponding issues for the year of INQAAHE’s newsletter were produced and sent to all members.

Quarterly communiqué. This quarterly bulletin is only about the operation of INQAAHE, the activities carried out by the different working groups in the Board in a deeper, maybe technical way, the upcoming projects, etc. Transparency and accountability to the members are behind this new release.

The four corresponding issues for the year of INQAAHE’s newsletter were produced and sent to all members.


Finance

INQAAHE ensures financial stability to enable carrying out its activities.


ACCOUNTS 2018

The report is based on realised figures for the period ending 31 December 2018. The total income for the year 2018 amounts to 52,967 USD.

The following are some notes on specific lines in the report:

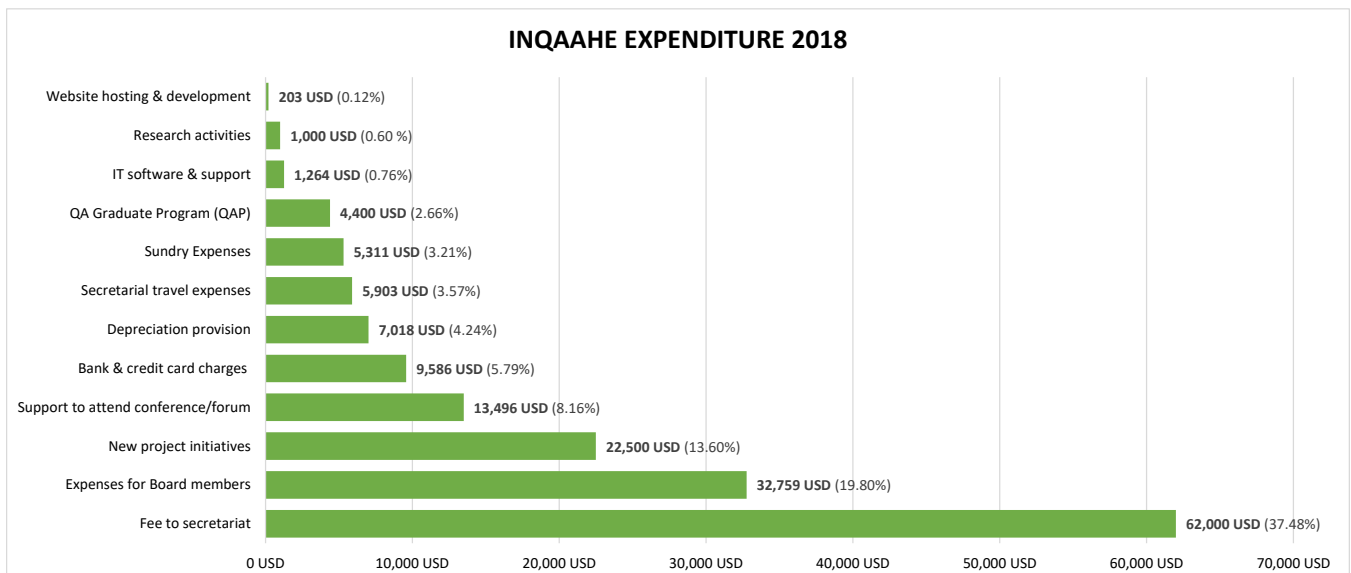
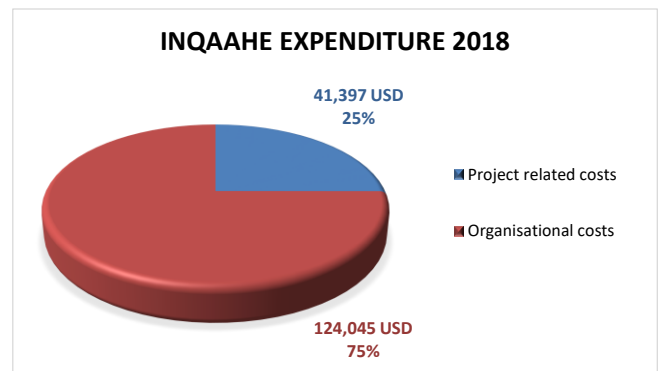
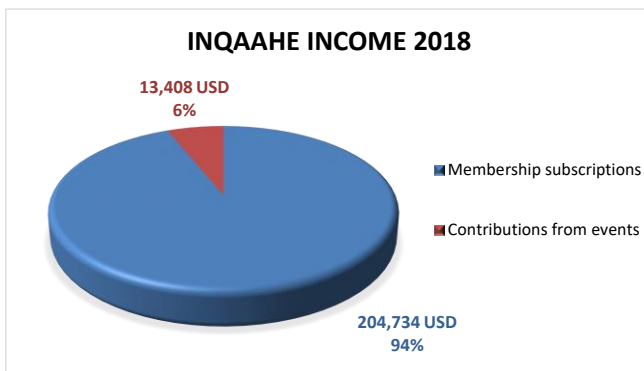
 **P1 Membership fees.** The reported subscription income included regular membership fees for the reporting year of 2018. No institutions whose subscriptions had not been paid were removed from the register nor cancelled.

Only four (4) INQAAHE members requested their membership to be discontinued as they did not want to keep being part of the network.

 **P2 Income from events.** INQAAHE received a lower income from the surplus of 2018 Forum in Mauritius, if it is compared with the surplus from 2017 Conference in Bahrain (13,408 USD and **55,785 USD**, respectively).




INQAAHE Top-line Growth 2018	
	USD
Total assets	628,086
Total liabilities	3,942
NET ASSETS (LIABILITIES)	624,145
Opening balance equity	571,178
Retained earnings	-
Current year earnings	52,967
EQUITY	624,145

- 🏆 **P3 Income from grants.** No income from grants was received in 2018.
- 🏆 **P4 GGP Reviews.** No income from GGP Reviews/Alignment activities was received.
- 🏆 **P5 Project-related costs.** The expenses of 41,397 USD were lower than 2017 as there were no expenses related to GGP Reviews/Alignment. The budget was allocated to four (4) different projects as follows:
 - 🏆 QA Graduate Program (QAP)
 - 🏆 Assessing agency alignment (GGP)
 - 🏆 Financial support to attend conference/forum
 - 🏆 Research activities
- 🏆 **P6 Organisational costs.** The total expenses of 124,045 USD were slightly higher than those in 2018 the same as in 2016 (112,752 USD) mainly because of the increase of expenses for Board members and banking and credit card charges.
- 🏆 **Cash flow.** Total cash and cash equivalent for the year was 533,209 USD.



REVISED 2019 BUDGET






The first version of the 2019 Budget is based on the revised 2018 Budget. The revised version of 2019 Budget forecasts a slightly higher volume of income and a considerable increase in costs. These changes are due to the introduction of the Chief Executive Officer (CEO), a figure that was not included when the 2019 budget was calculated for the first time.

-  **P1-P5 Income.** An increment of 15,000 USD related to Chief Executive Officer (P5) projects and initiatives and three new GGP Reviews have been added.
-  **P6 Project-related costs.** Given the increase of expected GGP Reviews, costs directly derived from them also are foreseen to raise (30,000 USD compared to the proposed version of the budget).
-  **P8 Chief Executive Officer.** A new category has been added in order to classify all CEO related costs (95,000 USD). They are currently divided into three groups: salary, travels and other expenses (operational costs) and new projects. This figure is expected to join the network by mid-April.

These modifications result in a loss of 60,000 USD compared to the original profit of 10,500 USD, stated in the proposed version of budget 2019.

DRAFT 2020 BUDGET

This proposed version of the 2020 Budget is based on the final version of 2019 Budget. It is meant as a document to discuss during the GA. These are the main differences between the revised version of 2019 Budget and the draft for 2020 Budget:

-  A slight increase in income from membership fees, new GGP Reviews and new projects and initiatives directly linked to INQAAHE's CEO are expected to increase global income.
-  New GGP Reviews result in higher project related costs directly derived from them.
-  Global organizational costs may increase due to minor increments in sundry expenses, expenses for Board members and website hosting and developments.
-  Full CEO costs (salary, operational costs and costs related to new projects from January to December) are considered in 2020.
-  A loss of 60,000 USD is estimated.

QUALITY CULTURE

To provide a robust platform for experience exchange and collaboration between the regions worldwide by bridging global quality assurance providers.

To support INQAAHE members in terms of their contributions to national governments in their pursuit of the United Nations' Sustainable Development Goal (UNSDG) #4 on Education Quality.

Events

INQAAHE 11TH BIENNIAL FORUM

The INQAAHE Biennial Forum was held from 2nd to 4th May 2018, with the main theme of *Quality is in the Eye of the Beholder: Relevance, Credibility and International Visibility*.

The forum attracted more than 150 participants from 44 countries. It was the first time in the history of INQAAHE that the forum was opened to non-INQAAHE members, particularly from the African region. All participants were able to successfully network, and discuss and share their quality assurance (QA) practices with other participants from other countries and regions.

Pre-Forum workshops covering the sub-themes were delivered by international experts from Tertiary Education Quality and Standards Agency (TEQSA) of Australia, Higher Education Evaluation & Accreditation Council (HEEACT) of Taiwan, Seychelles Qualifications Authority, and Tertiary Education Commission of Mauritius. The keynote addresses by two distinguished speakers, Professor Bjørn Stensaker of the University of Oslo, and Professor Goolam Mohamedbhai, the former Vice-Chancellor of the University of Mauritius – set the floor for active discussions on the conference sub-themes. Professor Stensaker shared his thoughts on 'Quality and the Battle for Legitimacy: Discourses, Dependencies and Disputes', whilst Professor Goolam unleashed discussion on 'The Changing Landscape of Higher Education in Emerging Economies: Challenges for Quality Assurance'.



INQAAHE 15TH BIENNIAL CONFERENCE 2019

The INQAAHE 15th Biennial Conference 2019 is to be hosted by the University Grants Commission (UGC), Sri Lanka. The major conference theme is: *Quality Assurance, Qualifications, and Recognition: Fostering Trust in a Globalised World*. The conference will be held in Colombo, Sri Lanka, from the 25th to 28th of March, 2019 at the Bandaranayake Memorial International Conference Hall (BMICH). In 2018 the Board established a Conference Organization Committee under the lead of Karen Treloar, which, jointly with the host's team took care of all the organizational activities.






INQAAHE CONFERENCE 2021 BID

The call to host INQAAHE Conference 2021 was open until December 4, 2018. The selection of the 2021 Conference host will take place during the General Assembly in Sri Lanka.

Professionalisation of QA



To promote professionalization of quality assurance, INQAAHE undertakes a series of activities aimed at innovative solutions to quality assurance arrangements, research in QA. In line with its *inclusiveness* principle, INQAAHE also allocates funding scholarships for LICs and LDCs to allow the latter to actively access the benefits the Network offers. The INQAAHE Funding Scheme (IFS) envisions provision of small grants to INQAAHE members on competitive basis to promote implementation of innovative and enhancement projects aimed at enhancement of quality assurance systems worldwide. In 2018, the INQAAHE Funding Scheme evolved around the following (see the approved [IFS Operational Manual](#)):

-  Strategic initiatives
-  Capacity building (projects, scholarships and funding for attending INQAAHE annual event)
-  Research and innovation

STRATEGIC INITIATIVES

Initiatives under Window 1 that promote quality assurance at the global level as well as promote INQAAHE strategic priorities. The projects are initiated by the INQAAHE Board members and the proposals target contribution to the body of knowledge, explore potentials and opportunities of quality assurance through research and innovation.

Ongoing projects:

-  Developing a toolkit to support QA agencies to address academic integrity (see chapter RESEARCH/THINK TANK)
-  Marjorie Peace Lenn Center (see chapter RESEARCH/THINK TANK)

CAPACITY BUILDING

The projects under Window 2 are aimed at development and enhancement of quality assurance systems worldwide. These can include, but not be limited to trainings, workshops, consultations, revision of the QA frameworks among other key issues. It also includes promotion of internships between different QA institutions, scholarships for the INQAAHE Quality Assurance Program, and funding for attending INQAAHE annual event. Calls for Proposals are announced on annual basis to outline the peculiarities related to the budget and the priority topics/requirements.

Projects

Call 2017-2018 - a total of 7 proposals were received. The table below shows the proposals for which funding were awarded, 10,000 USD each (see chapter RESEARCH/THINK TANK).

Table 3. Capacity building projects granted in the Call 2017-2018

ORGANISATION	MEMBERSHIP	COUNTRY	TOPIC
SEAMEO - Southeast Asian Ministers of Education Organization, Regional Training Center	Associate	Vietnam	Capacity Building in Internal Quality Assurance for Higher Education Institutions in Vietnam
AQUA - Agència de Qualitat de l'Ensenyament Superior d'Andorra	Full	Andorra	Making connections between the Institutional Evaluation and the Sustainable Development Goals (United Nations). Empowering stakeholders for quality enhancement
HEACT - Higher Education Evaluation & Accreditation Council of Taiwan	Full	Taiwan	Comparisons of QA systems, Review standards and Procedures, and Transparency in Taiwan and Indonesia: Capacity Building for Mutual Recognition of Joint Programs

Call 2018-2019. A total of 18 proposals were received. The table below shows the proposals for which funding were awarded (10,000 USD each).

Table 4. Capacity building projects granted in the Call 2018-2019

ORGANISATION	MEMBERSHIP	COUNTRY	TOPIC
Ontario College Quality Assurance Service	Full	Canada	Truth and reconciliation in quality assurance (or re-mapping postsecondary education quality assurance to wholism)
CINDA – in cooperation with RIACES	Full	Chile	Assuring the quality of quality assurers
Unibasq - Agency for Quality of the Basque University System	Full	Spain	Assessment of innovative methodologies in teaching and learning in the Basque University System

QAP scholarships

INQAAHE offered 2 scholarships in 2018 to support outstanding candidates to enrol for a Master’s degree on Quality Management and Evaluation in Higher Education at the Open University of Catalonia (UOC). The scholarships were up to 5,000 USD and were granted to two students from Cuba and Ecuador. The course is delivered in Spanish.

Table 5. Scholarships awarded for QAP in 2018

NAME	COUNTRY	COURSE
Edisson Xavier Estrella Arcos	Ecuador	Open University of Catalunya
Dalilis Escobar Rivera	Cuba	Open University of Catalunya

Funding for attending INQAAHE annual event

INQAAHE has a limited budget allocated to assist its members from least developed countries (LIC and LDC) to attend INQAAHE annual event (up to 2,500 USD per application). A total amount of 15,000 USD was budgeted for 2018. INQAAHE funded the 7 applications received from its members to attend the Forum.

Table 6. Organisations awarded for attending the 2018 Forum

ORGANISATION	COUNTRY	MEMBERSHIP
Seychelles Qualifications Authority	Seychelles	Full member
University of South Africa	South Africa	Associate member
Fast-UN	Pakistan	Associate member
Riphah International University	Pakistan	Associate member
Daffodil International University	Bangladesh	Associate member
Lahore University of Management Sciences	Pakistan	Associate member
Kwame Nkrumah University of Science and Technology	Ghana	Associate member

RESEARCH AND INNOVATION

The projects under Window 3 contribute to the body of knowledge by exploring potentials and opportunities of quality assurance through research and innovation. A Call for Proposals is announced on annual basis to outline the peculiarities related to the budget and the priority topics.

Call 2017-2018 - a total of 10 proposals were received. The table below shows the proposals for which funding were awarded, 2,500 USD each (see chapter RESEARCH/THINK TANK).

Table 7. Research and innovation projects granted in the Call 2017-2018

ORGANISATION	MEMBERSHIP	COUNTRY	TOPIC
General Department of Education Testing and Accreditation	Full	Vietnam	Investigating joint programs in Vietnam: Operation and quality management seen from institutional practices
National Institution for Academic Degrees and Quality Enhancement of Higher Education	Full	Japan	Assessment of Learning Outcomes and Internal Quality Assurance Building in Higher Education in Japan and Taiwan: The Role of External Quality Assurance Agencies and Universities

Call 2018-2019 - a total of 4 proposals were received. The table below shows the proposals for which funding were awarded (2,500 USD each).

Table 8. Research and innovation projects granted in the Call 2018-2019

ORGANISATION	MEMBERSHIP	COUNTRY	TOPIC
Higher Education Evaluation & Accreditation Council of Taiwan (HEEACT)	Full	Taiwan	A study of student engagement in the process of external quality assurance in higher education - the Taiwan case
National Council for Higher Education (NCHE)	Full	Namibia	The National Employer Survey 2019/ 20

RESEARCH/THINK TANK






To advance the body of knowledge in and ensure continued effectiveness and relevance of quality assurance and enhancement activities.

Strategic Initiatives

DEVELOPING A TOOLKIT TO SUPPORT QA AGENCIES TO ADDRESS ACADEMIC INTEGRITY

Partnering Organisations are Tertiary Education Quality and Standards Agency (TEQSA), Quality Assurance Agency for Higher Education (QAA) and Quality Beyond Boundaries Group (QBBG).

The objective of the project is to develop of a toolkit to raise awareness of issues around academic integrity, spread sound practices and help raise standards overall by supporting QA agencies with resources to help test robustness of approaches to academic integrity as part of external quality assurance. Tangible and intangible benefits of the project include:

-  The production of a Toolkit for use by Quality Assurance Agencies.
-  The sharing of information and good practice amongst agencies.
-  An open discussion around issues of the quality assurance of academic integrity, including the pitfalls, will assist those in countries where quality assurance systems and processes are not as advanced.
-  The project offers an opportunity to develop global solutions to the management of academic integrity, and this supports the growing emphasis on student mobility and the quality and sustainability of higher education globally.
-  The development of local communities of practice to support academic integrity as it develops in-country and across regions.

In 2018, INQAAHE funded the two first parts of the project with 8,000 USD and is currently waiting for its completion.

MARJORIE PEACE LENN CENTER

The primary activity for the MPLC Committee is implementing a proposal to develop and provide training curriculum in quality assurance practice. The Certified Quality Assurance (QA) Professional Training Program is developed around the idea that the standards and procedures are highly individualized and independently developed and implemented by QA organizations to establish educational quality with respect for culture and mission. The Certified QA Professional program is intended to broaden an individual's knowledge and understanding of higher education assessment of institutional results and student achievement through applying accreditation criteria, verifying compliance with the criteria, documenting the results in a written assessment document and contribute to the ability of the institution to effectively deliver its mission.

Overall, INQAAHE allocated 9,000 USD for the first phase of the initiative and the approximate date for completion of the curriculum development is May 1, 2019.

The second major initiative for the MPLC Committee is to offer the training curriculum in a self-paced, on-line learning format. The Committee will identify an on-line learning platform provider and work to implement the training curriculum in an online format with a goal to accomplish this initiative by December 31, 2019.

Capacity Building and Research projects

Within the frames of the INQAAHE Funding Scheme, during 2018 the following research projects were launched:

CAPACITY BUILDING

AQUA Andorra (the Quality Assurance Agency for Higher Education of Andorra) was granted funding for the project entitled *Making connections between the Institutional Evaluation and the Sustainable Development Goals (United Nations). Empowering stakeholders for quality enhancement*, a project in collaboration with ACPUA (Aragon Agency for Quality Assurance and Strategic Foresight in Higher Education). The project goal was to connect the institutional quality assurance framework with the Sustainable Development Goals (SDGs) of the 2030 Agenda. With this purpose, the major stakeholders from Aragon (Spain) and Andorra would define indicators to embed the SDGs into institutional evaluation, while they would be trained on quality and sustainability.

Southeast Asian Ministers of Education Organization, Regional Training Center in Vietnam (**SEAMEO RETRAC**), was granted funding for the project entitled *Internal Quality Assurance for Higher Education Institutions in Vietnam*. The project aimed to raise awareness on the importance of quality assurance in higher education in Vietnam through a training workshop specifically focused on professionals. The workshop was targeted to newly established institutions or centres located in disadvantaged areas of Vietnam which would benefit significantly from this knowledge on regional and international quality standards.


The Higher Education Evaluation & Accreditation Council of Taiwan, **HEEACT**, was granted funding for the project entitled *Comparisons of QA systems, Review standards and Procedures, and Transparency in Taiwan and Indonesia: Capacity Building for Mutual Recognition of Joint Programs*. Taiwan and Indonesian QA agencies, Higher Education Evaluation and Accreditation Council of Taiwan and National Accreditation Agency for Higher Education (BAN-PT) completed a comparative study by document sharing and workshops holding in order to build trust and understanding on each other's HE and QA systems. Furthermore, to develop a Transnational Education joint monitoring model to promote student mobility.

RESEARCH AND INNOVATION

The National Institution for Academic Degrees and Quality Enhancement of Higher Education (**NIAD-QE** Japan) was granted funding for the project entitled *Assessment of Learning Outcomes and Internal Quality Assurance Building in Higher Education in Japan and Taiwan: The Role of External Quality Assurance Agencies and Universities*. The primary purpose of this comparative study was to determine how higher education institutions in Japan and Taiwan had structured measures of learning outcomes and built internal QA mechanisms.


The Vietnam Education Quality Management Agency (**VQA Vietnam**) was granted funding for the project entitled *Investigating joint programs in Vietnam: Operation and quality management seen from institutional practices*. The project aimed to investigate in-depth the operation, quality management, and regulation aspects of joint programs in Vietnam. Vietnam was chosen for this case study since the problems it is facing regarding the regulation scheme of joint-programs and quality assurance are also common to other developing countries. This study, therefore, could contribute an insight into this under-researched topic and later be used as a source of reference for related institutions and authority bodies in implementing partnership with foreign providers.

In 2018, the outcomes of three Research and Innovation projects funded by INQAAHE have been published in the Journal “Quality in Higher Education”:

-  *Has the quality of teaching and learning processes improved with the implementation of an external quality assurance system by the State?*


Ariana de Vicenzi, Andrea Garau and Ariadna Guaglianone

Awarded in the call 2015-2016, published in Quality in Higher Education Volume 4 Number 1, April 2018

-  *Inter-agency cooperation in the quality assurance of transnational education: Challenges and opportunities*

Fabrizio Trifiro

Awarded in the call 2015-2016, published in Quality in Higher Education Volume 4 Number 2, August 2018

-  *The implementation of self-accreditation policy in Taiwan higher education and its challenges to university internal quality assurance capacity building*

Angela Yung Chi Hou, Chao Yu Kuo, Karen Hui Jung Chen, Christopher Hill, Shaw Ren Lin, Jackson Chun-Chi Chih & Hua Chi Chou

Awarded in the call 2016-2017, published in Quality in Higher Education Volume 4 Number 3, December 2018

RELEVANCE

To advocate and promote the concept of quality assurance as the driving force for continuous improvement and enhanced relevance of HE.





With the aim to promote relevance of quality assurance provisions to higher education and socio-economic needs, INQAAHE has undertaken a major study on global developments in quality assurance. The overall goal is to explore the developments in QA and the relevance, effectiveness and credibility of the QA systems as they relate to their country and TE strategic priorities.

Global Study

As part of its mission the INQAAHE has undertaken a Global Study of both external and internal quality assurance developments worldwide in cooperation with the regional QA networks (e.g. ENQA, CANQATE, APQN, ANQAHE, CEENQA) in 2017-2018. The current global study on quality assurance (QA) in tertiary education (TE) endeavours to understand the diversity of forces shaping the quality assurance frameworks nationally, regionally, and internationally, the current trends, challenges and opportunities. It covers both external and internal quality assurance aspects in tertiary education; region-specific trends and challenges in internal and external QA in each of the seven regions globally: Africa, Asia-Pacific, the Arab region, Eastern Europe, Western Europe, Latin America and the Caribbean, Northern America; a comparative analysis across TE QA developments in the regions.

As the recent trend demonstrates, majority of the countries set as a priority agenda emphasis on TE as a promoter of knowledge economy establishment. Within the frames of the agenda, countries all of the world committed to the promotion and implementation of the SDGs, education quality, access, life-long learning being the key priorities to concentrate on. Thus the study will endeavour to see to what extent the QA systems are equipped to meet the set ambitions. Further, The uniqueness of the contribution is in the endeavor to look at the major developments, challenges and trends in both external and internal quality assurance in each of the regions, present a comprehensive analysis of the changes in global tertiary education with the expansion and massification of quality assurance and explore the impact of the trends on credibility of tertiary education provisions.

To explore the above, the scope of the study evolves around exploration of:

-  Regional and international developments affecting the QA of tertiary education in each of the regions;
-  Global trends in both internal and external quality assurance by making an endeavour to link with the UN Sustainable Development Goals, especially goal 4 on Education and the extent to which QA is supporting promotion of the Goal;
-  Tertiary education systems in the target regions, including developments in qualifications frameworks and links with quality assurance;
-  Quality assurance (internal and external) of teaching, learning and research across the diversity of delivery modes (e.g. face-to-face; online, hybrid, MOOCs, OERs).

The ultimate aim is to provide a set of recommendations for the QA enhancement through ensuring relevance and credibility in provisions.

In 2018 INQAAHE completed data collection for the first ever Global Study on EQA and IQA and reports from seven regions were completed - Africa, the Arab region, Asia-Pacific, Eastern Europe, Latin America and the Caribbean, Northern America and Western Europe. The initial results of the survey were presented at the INQAAHE 2018 Forum in Mauritius.

Further, in 2018 December, based on the collected wealth of information, INQAAHE submitted a proposal for publishing the first ever Global Study on EQA and IQA. This is the first attempt to publish a global study on tertiary education quality assurance, based on scoping studies conducted worldwide – Eastern and Western Europe, Asia-Pacific, Northern America, the Arab States, Africa, Latin America and the Caribbean. Within the frames of this proposal we concentrate on both internal and external quality assurance. Last, but not least, the book provides a comprehensive comparative analysis on tertiary education quality assurance across all the regions worldwide.

The proposed title of the book runs as follows:

Title: ***GLOBAL TRENDS IN TERTIARY EDUCATION QUALITY ASSURANCE***

Subtitle: ***Challenges and Opportunities in Internal and External Quality Assurance***

The uniqueness of the contribution is in the endeavor to look at the major developments, challenges and trends in both external and internal quality assurance in each of the regions, present a comprehensive analysis of the changes in global tertiary education with the expansion and massification

of quality assurance and explore the impact of the trends on relevance and credibility of tertiary education provisions.

The target audience: quality assurance bodies, tertiary education institutions, governments, policymakers, educationists, researchers, students and alumni in relevant fields, professionals with interest in tertiary education developments.

Concluding Remarks

The 2018 Annual Report reflects on a full year of activities where we sought to move forward with the commitments laid out in the Strategic Plan 2018-2022 and address the concerns and proposals expressed by our valued members. Having established the needs and priorities for the year, Activity Plan 2018 was re-confirmed.

In implementing the Activity Plan 2018, the INQAAHE Board moved to involve a broader representation of its members and strategic partners in its daily activities. With the important groundwork now being completed, we will continue to move forward to meet our global and regional commitments with ever greater focus on the strategic priorities at the individual country level, with full transparency and a higher level of professionalism.

Emphasis will continue to be placed on accelerating progress towards the achievement of the Fourth Goal of the UN Sustainable Development agenda and seeking avenues to support and promote development and implementation of the UN Global Convention on Qualifications Recognition in Higher Education to be adopted in 2019. In close cooperation with UNESCO and other international bodies dealing with QA and HE internationally and regionally, INQAAHE is planning to undertake projects to support governments in their achievement of the QA goals.

INQAAHE has improved its performance in a range of areas in line with the commitments made to its members. The measures taken in 2016 to improve transparency and accountability continued in 2017 and 2018. Ongoing work on reinforcing internal QA mechanisms will continue through the IQAC Committee and more efficient operations. Diversification of INQAAHE funding is the priority on the agenda and the Board is seeking ways of expanding the revenue sources.

In summary, the rapid changes globally keep all those responsible for HE and its quality, alert to new developments to be able to respond to new and diverse needs. Flexibility, efficiency and relevance in our actions should undoubtedly remain as our guide during these challenging times. However, by looking at what INQAAHE has been able to achieve in the past years, there is a strong belief that the solid foundation for quality enhancement in tertiary education has been built on. These challenging times linked with ever-changing environment and needs are also times of great opportunity and it is possible to keep the right pace with developments. INQAAHE will stay on the course and there is much more to be done in the coming years, and beyond.

Annex 1: Activity Plan 2018

ABBREVIATIONS

Committees	Working Groups
EC: Executive Committee	MPLC: Marjorie Peace Lenn Centre
MMSC: Membership/Member Services Committee	CR: Constitution Review
COC: Communication and Outreach Committee	CPC: Conference Programme Committee
MEC: Meetings and Events Committee	RSC: Regional Standing Committee
RC: Recognition Committee	
IQAC: Internal Quality Assurance Committee	

WORKPACKAGES	ACTIVITY/TIMELINE	COMMITTEE/WG
PLANNING, POLICIES AND PROCEDURES, OPERATIONS	Constitution review	EC+ Secretariat
	Board's Procedures Manual	Constitution Review Working Group
	Hiring a CEO	Invited panel members
FINANCES	Annual report 2018	EC+ Secretariat
	Financial statements	EC+ Secretariat
	INQAAHE Financial Statements NZ Societies	EC+ Secretariat
	Revision of 2019 Budget and Finalization of 2018 Budget	EC+ Secretariat
	Invoicing	EC+ Secretariat
REGULAR ACTIVITIES	Managing the database of good practices	MMSC
	Revision/development of criteria for INQAAHE membership	MMSC + Secretariat
	Evaluation of INQAAHE membership proposals	MMSC
	Develop and announce calls for proposal for research and innovation	MMSC + Secretariat
	Develop and announce calls for proposal for capacity building	MMSC + Secretariat
	Finalization of the agreement for offering QAP	EC+ Secretariat
	Review of the QAP program	Carol Bobby, Erika Soboleva + 1 external (TBC)
	QAP announcement	MMSC + Secretariat
	Call- Bid for hosting Conference 2021	MEC
	E-forums, workshops, trainings	MEC
	Plan and template for organizing and delivering webinars	MEC
	Conference 2019	2019 Conference Programme Committee Working Group + Secretariat
	GGP reviews	RC + Secretariat

PROJECTS	MPL Center: training and certification of external reviewers	MPL Center Working Group
	Development of a database of experts to have well-equipped and certified experts to engage in the practice of GGP alignment, and to support capacity building and other developmental activities.	MPL Center Working Group
	GQAR	GQAR Working Group
	GGP Promotion strategy	RC
	INQAAHE Global Study	RSC
	Review of QAP	Carol Bobby + Erika Soboleva
	New Project based on the Board initiative: TEQSA - QAA Contract Cheating	
VISIBILITY PROMOTION	Revision and constant update of the web-site	COC + Secretariat
	Newsletter	COC + Secretariat
	Quarterly Communiqué	President + all Committees and Working Groups + Secretariat
	UNESCO/INQAAHE/ICDE Conference 2018	
	Journal "Quality in Higher Education"	MMSC + Secretariat
	Publication of occasional papers as a result of projects	COC + Secretariat
	Promotion of INQAAHE through social media	COC + Secretariat
QUALITY ASSURANCE	Quality plan -identify outcomes with each work package that will be monitored BASED ON THEIR TOR	IQAC
	Develop and implement a Survey on the effectiveness of the events	IQAC
	Measuring effectiveness of the projects including ensuring improvement plans are in place by each work package based on the survey	IQAC
	Bi-Annual survey to the members on the INQAAHE effectiveness, expectations, challenges and needs	IQAC
	Annual reports from Committees and Working Groups	All Committees and Working Groups
	Annual reports on INQAAHE performance	IQAC

Annex 2: Committees and Working Groups 2018-2021

COMMITTEE	FUNCTIONS	MEMBERS (BOARD)	MEMBERS (INVITED)
EXECUTIVE COMMITTEE	Oversight of strategic operations Master planning Development of relevant policies and procedures Financial operations Managing mentorship of new Board members Liaison with organisations dealing with HE and QA	Susanna Karakhanyan (Chair) Leah K. Matthews, VP Vivek Ramnarain, T Martí Casadesús Fa, S	
MEMBERSHIP/ MEMBER SERVICES	Committee level planning Review/approval of membership applications Manage calls and requests for proposals Database of Good Practices	Angela Yung-Chi Hou (Chair) Salim Ahmed Khan Susanna Karakhanyan Anely Ramirez	
MEETINGS/ EVENTS	Committee level planning Organisation of e-forums, webinars and other e-meetings Organisation of events based on the results of the calls for proposals for capacity building (e.g. trainings, workshops, consultancies) Publication of the results of e-forums, conferences and other outcomes of the events	Karen Treloar (Chair) Erika Soboleva Juan Carlos del Castillo Mike Kuria	
COMMUNICATION/ OUTREACH	Committee level planning Taking care of all the communication that goes out of INQAAHE Website, newsletters, news releases to the GA INQAAHE promotion (e.g. branding, certificates, accessories and the like)	Juan Carlos del Castillo (Chair) Karen Treloar Vivek Ramnarain Orla Lynch	Jane Gentle (THE-ICE) Jeanette Baird
RECOGNITION	Committee level planning GGP management, e.g. review criteria and procedures, publication and GGP alignment – INQAAHE Reviews	Erika Soboleva (Chair) Angela Yung-Chi Hou Leah K. Matthews Susanna Karakhanyan	
QUALITY ASSURANCE	Promoting effectiveness and visibility of INQAAHE Measuring effectiveness of INQAAHE operations Reporting on trends, challenges and opportunities	Salim Ahmed Khan (Chair) Erika Soboleva Leah K. Matthews Vivek Ramnarain	Mohamed Emran Hossain (DIU)

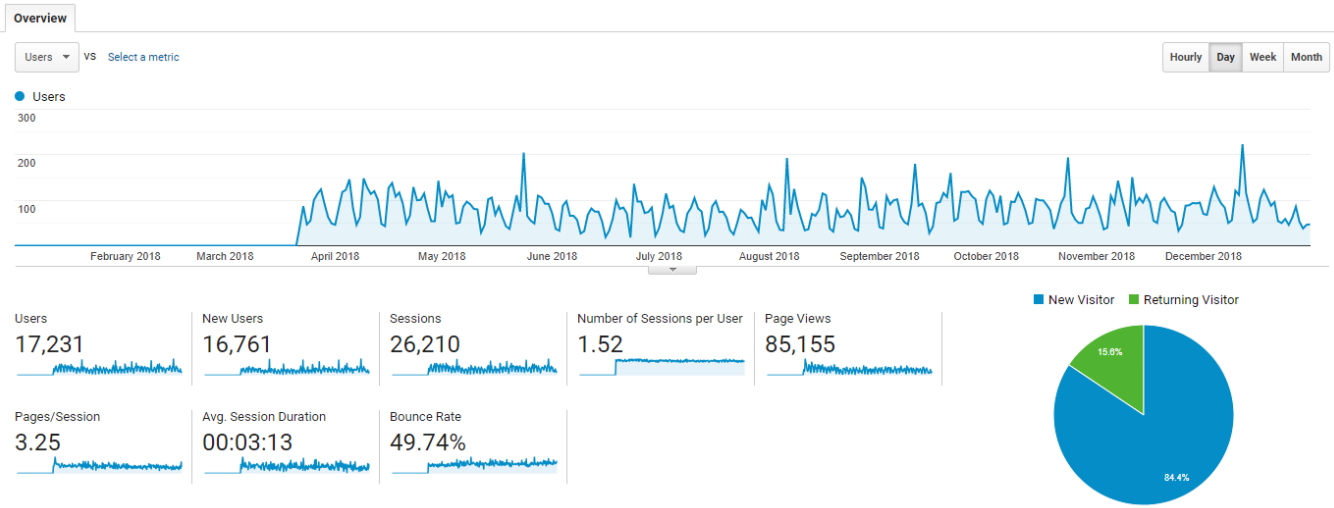
WORKING GROUP	FUNCTIONS	MEMBERS (BOARD)	MEMBERS (INVITED)
MARJORIE PEACE LENN CENTRE	Development of the Center operationalization plan and strategy Establishment of INQAAHE database Establishment of external reviewer board certification exam (BEQAR)	Leah K. Matthews (Chair) Susanna Karakhanyan Vivek Ramnarain Martí Casadesús Fa	Carol L. Bobby Meera AlMesmari (ADEK) Craig Thompson (THE-ICE)
2019 CONFERENCE PROGRAMME COMMITTEE	Preparatory activities for the 2019 Conference in Sri Lanka	Karen Treloar (Chair) Erika Soboleva Angela Yung-Chi Hou Vivek Ramnarain	Deepthi C. Bandara (UGC) Jane Gentle (THE-ICE)
INQAAHE GLOBAL STUDY	Preparatory activities for the 2018 Conference in Paris Organization and delivery of the regional events	Susanna Karakhanyan (Chair) All Board members chairing regional standing committees	Tashmin Khamis (Africa) Maiki Udam (Western Europe) Mary Catharine Lennon (Canada/NA) Ronald Brunton (the Caribbean) Judith Sharagon (LA) Bard Aboul-Ela (Arab region) Jiixin Zhang (Asia-Pacific) Lemka Ismailova (Eastern Europe)
GQAR	Promoting global good practice and quality standards as an umbrella EQA (external quality assurance) Facilitating mutual recognition between and amongst cross-border QA agencies	Angela Yung-Chi Hou (Chair) Leah K. Matthews Erika Soboleva	Jagannath Patil Bastian Baumann (EQAA)
QUALITY ASSURANCE GRADUATE PROGRAMME	Review the content of the QAP for update	Anthony McClaran (Chair) Carol Bobby Erika Soboleva	
CONSTITUTION REVIEW	Review of the constitution Review of the Board's Procedures Manual	Pauline Tang (Chair) Carol Bobby Erika Soboleva Anthony McClaran	

REGIONAL STANDING COMMITTEES	OBJECTIVES	MEMBERS (BOARD)	MEMBERS (INVITED)
NORTHERN AMERICA	Purpose: to better understand the regional needs and undertake regionally customized projects to better meet the diversity of needs in terms of both external and internal quality assurance. -Exploratory study on the specific needs of the regions -Developmental: capacity building based on the needs -Collecting and sharing most up-to-date information from the region to share with the members via the INQAAHE Quarterly newsletter	Leah K. Matthews	Joseph Vibert Patricia O'Brien Christopher Lambert
LATIN AMERICA AND THE CARIBBEAN		Anely Ramírez Juan Carlos del Castillo	Ronald Brunton ANEAES Paraguay
AFRICA		Mike Kuria	Tashmin Khamis Wondwosen Tamrat
ASIA-PACIFIC		Angela Yung-Chi Hou Karen Treloar	Jianxin Zhang
WESTERN EUROPE		Orla Lynch	ENQA
EASTERN EUROPE (including Central Asia and Mongolia)		Erika Soboleva	
ARAB REGION		Susanna Karakhanyan	Badr Aboul-Ela (CAA, UAE) Bassam Alhamad (Bahrain)

Annex 3: Website Analytics 2018

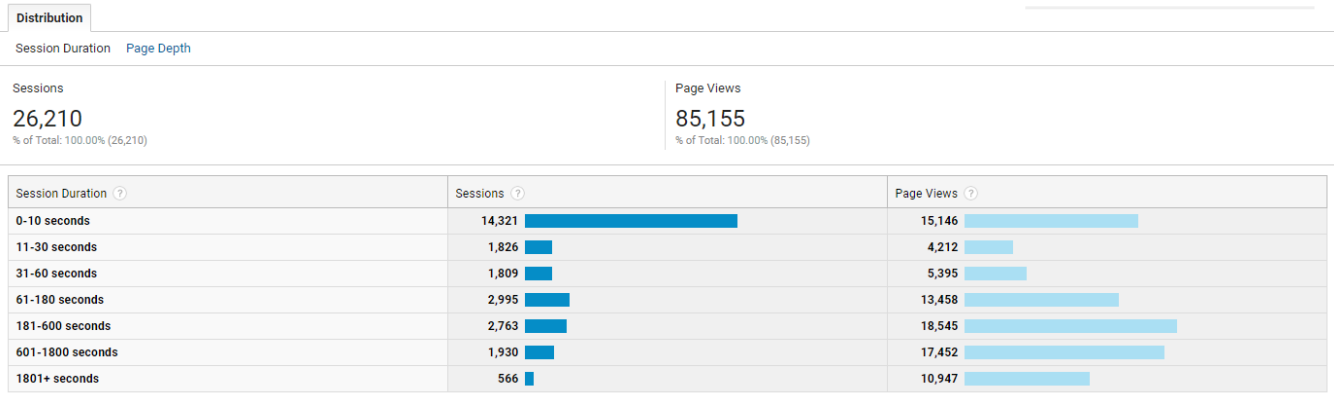
AUDIENCE OVERVIEW

1 Jan 2018 - 31 Dec 2018



ENGAGEMENT OVERVIEW

1 Jan 2018 - 31 Dec 2018



BEHAVIOUR OVERVIEW

1 Jan 2018 - 31 Dec 2018

Page	Page Views	% Page Views
1. /	16,807	19.74%
2. /full-members-list	3,250	3.82%
3. /become-member	1,939	2.28%

DEVICES OVERVIEW

1 Jan 2018 - 31 Dec 2018 ▾

Mobile Device Info ?	Acquisition			Behaviour		
	Users ? ↓	New Users ?	Sessions ?	Bounce Rate ?	Pages/Session ?	Avg. Session Duration ?
	3,833 % of Total: 22.24% (17,231)	3,779 % of Total: 22.55% (16,761)	5,466 % of Total: 20.85% (26,210)	53.48% Avg for View: 49.74% (7.50%)	2.94 Avg for View: 3.25 (-9.62%)	00:02:40 Avg for View: 00:03:13 (-17.18%)
1. Apple iPhone	1,041 (27.14%)	1,028 (27.20%)	1,399 (25.59%)	62.12%	2.04	00:01:19
2. (not set)	292 (7.61%)	288 (7.62%)	365 (6.68%)	59.45%	2.83	00:02:47
3. Apple iPad	204 (5.32%)	196 (5.19%)	318 (5.82%)	46.86%	3.08	00:02:23
4. Microsoft Windows RT Tablet	96 (2.50%)	86 (2.28%)	666 (12.18%)	27.93%	6.23	00:08:56
5. Samsung SM-G950F Galaxy S8	37 (0.96%)	37 (0.98%)	47 (0.86%)	59.57%	2.89	00:01:20
6. Samsung SM-G935F Galaxy S7 Edge	35 (0.91%)	33 (0.87%)	46 (0.84%)	45.65%	4.33	00:02:37
7. Samsung SM-G955F Galaxy S8+	32 (0.83%)	31 (0.82%)	42 (0.77%)	35.71%	6.00	00:03:53
8. Samsung SM-G610F J7 Prime	30 (0.78%)	30 (0.79%)	32 (0.59%)	59.38%	2.31	00:01:07
9. Huawei Y360-U72 Y3 Lite	26 (0.68%)	26 (0.69%)	32 (0.59%)	37.50%	4.00	00:04:24
10. Samsung SM-G930F Galaxy S7	26 (0.68%)	26 (0.69%)	26 (0.48%)	61.54%	2.77	00:01:31

LOCATION OVERVIEW

1 Jan 2018 - 31 Dec 2018 ▾

Country ?	Acquisition			Behaviour		
	Users ? ↓	New Users ?	Sessions ?	Bounce Rate ?	Pages/Session ?	Avg. Session Duration ?
	17,231 % of Total: 100.00% (17,231)	16,774 % of Total: 100.08% (16,761)	26,210 % of Total: 100.00% (26,210)	49.74% Avg for View: 49.74% (0.00%)	3.25 Avg for View: 3.25 (0.00%)	00:03:13 Avg for View: 00:03:13 (0.00%)
1. United States	2,250 (12.97%)	2,221 (13.24%)	2,778 (10.60%)	64.00%	2.51	00:02:01
2. Pakistan	900 (5.19%)	859 (5.12%)	1,684 (6.43%)	41.33%	3.44	00:03:30
3. India	787 (4.54%)	768 (4.58%)	1,036 (3.95%)	46.33%	3.33	00:03:06
4. France	574 (3.31%)	566 (3.37%)	610 (2.33%)	73.93%	1.65	00:00:55
5. China	537 (3.10%)	525 (3.13%)	672 (2.56%)	68.15%	2.34	00:02:44
6. Canada	517 (2.98%)	509 (3.03%)	633 (2.42%)	60.51%	2.74	00:02:06
7. United Kingdom	444 (2.56%)	427 (2.55%)	642 (2.45%)	51.56%	3.00	00:02:09
8. Spain	413 (2.38%)	389 (2.32%)	1,439 (5.49%)	32.94%	4.88	00:06:30
9. Oman	353 (2.04%)	344 (2.05%)	525 (2.00%)	56.95%	2.85	00:03:09
10. Philippines	349 (2.01%)	343 (2.04%)	417 (1.59%)	64.99%	2.23	00:02:18



INQAHE Secretariat

secretariat@inqahe.org

www.inqahe.org