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News from the Secretariat

INQAAHE FORUM 2014

Within a few weeks the INQAAHE Forum will take place in Tallinn, Estonia. From 26th to 28th of May a wide range of QA topics focusing on the future of external quality assurance is discussed during plenary and break-out sessions. On the 26th a meeting for the Board will be organized.



Registration is open until the 5th of May for INQAAHE Members and members of AfriQAN, ANQAHE, APQN, ASEAN, AQAAIW, AQAN, CAMES, CANQA, CANQATE, CEENQA, EAQAN, ENAEE, ENQA, ECA and RIACES. Please visit the Forum website for more information: <http://archimedes.ee/inqaahe/>.

Early bird registration has been extended to March 28. [Register now!](#)

2015 INQAAHE Conference - save the date! ACBSP to host 2015 INQAAHE Conference



The Accreditation Council for Business Schools and Programs (ACBSP), www.acbsp.org, will host the first U.S.-based conference of the International Network for Quality Assurance Agencies in Higher Education (INQAAHE). The event will take place March 30-April 3, 2015 at The Drake Hotel in Chicago. A [Save the Date Promotional Flyer](#) is available with pricing and important advance information to mark your calendar and to make your travel and budget plans.

Be a part of the discussion on the themes and program content to be offered during the 2015 INQAAHE Conference by your attendance at the INQAAHE Forum 2014 on May 26-28 in Tallinn, Estonia. A consultation on the conference program will take place at the event in Tallinn. <http://archimedes.ee/inqaahe/>

INQAAHE new Treasurer

Dr Jawaher S. Al-Mudhahki, Chief Executive of the National Authority for Qualifications & Quality Assurance of Education and Training (Bahrain) has been designed by the INQAAHE Board to assume the role of Treasurer of the INQAAHE. She replaces Mieczyslaw Socha on the board, who after leaving his position with Polish Accreditation Committee (PKA), was no longer eligible to



serve as a Board member. The Board wishes to thank Mietek for his service and hard work on the Board, while welcomes Jawaher to her new role.

Membership mutations

INQAAHE welcomes the following new members:

- [Agjencia e Kosovës për Akreditim](#) (Full member)
- [Air university Islamabad Pakistan](#) (Associate member)
- [Shaheed Mohtarma Benazir Bhutto Medical University](#) (Associate member)
- [Saint Petersburg State Electrotechnical University](#) (Associate member)
- [PAF-Karachi Institute of Economics & Technology](#) (Associate member)
- [Nacionalna agencija Republike Slovenije za kakovost v visokem šolstvu](#) (Full member)

INQAAHE supports research projects

One of the purposes of the INQAAHE network is to 'undertake or commission research in areas relevant to quality in higher education'. That's why INQAAHE is delighted to inform its members that INQAAHE of the awarded applicants of the 2013 call for research proposals:

Harriet Barnes, Interim Assistant Director, Standards, Quality and Enhancement, [QAA \(Quality Assurance Agency for Higher Education\)](#). The Quality Assurance Agency for Higher Education and the Academic Development Office of Ashridge Business School (both United Kingdom) were granted a fund from INQAAHE for a research proposal. The research project is entitled "The impact of the UK Quality Code for Higher Education on alternative higher education providers".

Theodor Leiber, Abt. Qualitätsmanagement/Sect. Quality Management, [evalag \(Evaluationsagentur Baden-Württemberg\)](#). The Evaluation Agency Baden-Württemberg (evalag) in Mannheim and the Quality Development Office of the University of Stuttgart (both Germany) were granted a fund from INQAAHE for a research proposal. The research project is entitled "Integrated Performance Governance Systems in Higher Education Institutions. Theoretical Model and Case Study Evidences for a Paradigm Change".

The results of these two project will be published in the journal "Quality in Higher Education".



GGP Aligned Agencies

INQAAHE is delighted to inform you that [The European Association for Public Administration Accreditation \(EAPAA\)](#) is comprehensively adhering to the INQAAHE Guidelines of Good Practice. They will be added soon to the GGP database.

EAPAA: Congratulations!

INQAAHE-EASPA Global Platform for Subject-Specific and Specialized Accreditation- Opportunities for Cooperation and Cross-Country Accreditation



Under the umbrella of and in connection with the upcoming INQAAHE Biannual Forum, the European Alliance for Subject Specific and Professional Accreditation and Quality

Assurance (EASPA) is organizing a global networking conference to discuss new ways of collaboration among accreditation agencies

EASPA was founded in 2011 as a meta-network of European subject-specific and professional networks, bringing together the fields of engineering, informatics, physics chemistry, geology, biology, food science, music, public administration and tourism with the aim of fostering the development and harmonization of activities in the field of quality assurance and quality improvement in higher education. It invites members of external quality assurance, evaluation and accreditation agencies, professional associations, societies and federations, disciplinary networks and all other entities dealing with quality assurance and certification of higher education study programmes, schools or professional individuals from around the globe to participate in this event.

The conference will be a discussion and exchange platform enabling participants to find innovative means of cooperation and discussing the role of subject-specific and professional aspects in quality assurance. EASPA has invited key note speakers from all world regions to bring you up to date about the developments in their respective part over the world. Subject areas not yet included in EASPA will also present the state of the art in their spheres to determine means of including their expectations into external quality assurance.

At the conference, new modes of collaboration – demonstrated by the example of the memorandum of understanding between EASPA and its US-counterpart ASPA – will be elaborated and questions of mutual recognition will be debated. One of the mains theme also linked to the INQAAHE Forum, namely the potential of cooperation in cross-national accreditation and the activities of international



accreditation agencies, will be discussed with the speakers and participants in order to provide you with opportunities for learning and exchanging good practice and establishing new links with colleagues from all over the world.

The pre-INQAAHE meeting, which will be formally opened by INQAAHE president Carol Bobby, will take place on Monday, 26 May 2014, 09 – 13.00h in Tallinn, Estonia, at the Nordic Hotel Forum. After the meeting, you will be able to participate in the INQAAHE Biannual Forum events.

Registration should be done on the EASPA Website www.easpa.eu.

Participation in the event is free of charge. For any questions, you may contact Dr Iring Wasser, President of EASPA, and member of the INQAAHE Board of Directors.



President's message

Global Hospitality

The completion of my first year as President of INQAAHE is quickly approaching. The year has gone by quickly. They say, "time flies when you are having fun!"

And I am having fun with INQAAHE, although I have to admit there are days when I feel overwhelmed with the responsibilities that go along with being president of this impressive organization. Some days I want to scream when I open my email box and see a plethora of INQAAHE-related emails waiting for a response from me. Other days, I wish I was at home with my family instead of waiting in an airport for another long flight to somewhere half-way around the world.

But on those days when I wish for a less busy life, all I have to do is reflect upon the good work that INQAAHE and its members are doing on behalf of students all around the world and I immediately feel better. This is because there is no question that INQAAHE continues to have a positive impact on the quality of higher education at a global level. And, there is no doubt that this impact is recognized and appreciated around the world. As INQAAHE's current president I have experienced this recognition and appreciation first hand. Let me explain.

Global Hospitality in India: A Personal Example

In February, I traveled to India with two colleagues from the counseling profession to spend a week visiting several higher education institutions that offered counselor education programs. Although my travel to India was directly related to my position with CACREP (the organization that pays me), I quickly realized that at every institution I visited, I was introduced not only as the President and CEO of CACREP, but also as the President of INQAAHE, an organization held in high esteem by the faculty and administrators at each institution. Everyone knew what the acronym INQAAHE stood for and, more importantly, everyone understood and valued the work that INQAAHE accomplishes with regard to developing the profession of quality assurance around the world. My role with INQAAHE was also honored when Dr. Ganesh Hegde, an INQAAHE Board member and representative from India's national QA agency, the National Assessment and Accreditation Council (NAAC), made a special visit to the northern region of India to meet with me in person. INQAAHE received a lot of press during my trip to India. It was very impressive to see the newspaper coverage. However, what I will remember is the gracious hospitality extended to me as a representative of both CACREP and INQAAHE.



Extending Global Hospitality to Others

India is only one example of the kind of hospitality extended to me as INQAAHE's president. This past year, I have received invitations to attend meetings and speak at conferences in every region of the world. If I had the time, the money, and the physical stamina, I would like for INQAAHE to be able to say 'yes' to each of these invitations, because I realize that it is not me that is needed or wanted at these meetings, but rather INQAAHE. INQAAHE is the driving force behind the invitations. It is the desire of countries to have the international connection and the international point of view that INQAAHE so ably provides.

One might ask, "How did INQAAHE earn this highly valued global reputation in its short 22 year history?" I contend that INQAAHE earned its excellent reputation by primarily extending its own version of global hospitality to others. That global hospitality includes inviting others to the table for conversation about how quality assurance can best function in higher education settings. That hospitality includes making sure that those with more experience in QA issues are available to share their successes and failures with countries and organizations that are just beginning to look at how best to evaluate their higher education institutions. That hospitality includes assisting in the development of regional networks, organizing conferences and meetings in locations around the world, and providing funding for participation to persons from small states and least developed countries. That hospitality also includes providing funding for research on best practices in QA, as well as funding scholarships to students interested in learning more about how a QA in higher education contributes to the betterment of higher education and the protection of students who will be entering into a globalizing workforce.

Extending Global Hospitality in Tallinn, Estonia

It is clear that INQAAHE extends its generous hand of global hospitality every day through the work of its membership. This coming May 26-28, we have an awesome opportunity to once again demonstrate INQAAHE's version of global hospitality to our membership from around the world when INQAAHE holds its biannual forum in Tallinn, Estonia. At this meeting, INQAAHE members will have an opportunity to interact with each other, meet individuals who are first time attendees, and talk with invited speakers who will bring new ideas into our conversations. Let's use this opportunity to discuss how our global vision for QA in higher education can be shared in a hospitable way with each other and with our external constituents, including corporations, employee supervisors, governments, students and their families. Let's reach beyond our comfort zones to continue to have a positive impact on the ever-changing landscape of higher education.



Don't miss out on this opportunity. See you in Tallinn!



Carol Bobby, INQAAHE President 2013-2015

News from networks

Central and Eastern European Network of Quality Assurance Agencies in Higher Education general assembly

The Central and Eastern European Network of Quality Assurance Agencies in Higher Education will hold its annual general assembly and workshop on May 23-24 in Prishtina, Kosovo, hosted by the Kosovo Accreditation Agency.



The workshop, titled "Practices in External Quality Assurance: Survey Results", will discuss the outcomes of a survey sent to member agencies on best practices, focusing on what makes a successful agency nationally and internationally, and in particular the success of ENQA and EQAR reviews, the quality assurance of learning outcomes, and the impact on quality assurance of national qualification frameworks. The workshop is open to anyone interested. Information on registration will be available on www.ceenqa.org in mid-March.

CEENQA is currently partnering in three TEMPUS projects, which will be on the agenda of the General Assembly:

- Benchmarking as a Tool for Improvement of Higher Education Institutions in Bosnia and Herzegovina (BIHTEK)
- Bosnia and Herzegovina Qualification Framework for Higher Education (BHQFHE)
- Achieving and checking the Alignment between Academic Programs and Qualification Frameworks (AIGN) with Armenia, Russia and Ukraine as beneficiaries.

In addition, the General Assembly will elect half the members of the CEENQA Board, with the others remaining in office until 2015.

CANQATE: New Board of Management and scoping study of quality assurance in tertiary education in the Caribbean

The Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE) elected a new Board of Management at its 10th Annual Conference that was held in Antigua on 20-21 November 2013. The Board members, who will serve for the 2013-2015 term, are as follows:

- Dr Ruby S. Alleyne, President (Trinidad and Tobago)
- Dr Angela Penny, Vice-President (Jamaica)

- Mr Hyram Forde, Treasurer (Antigua)
- Ms Pamela Dottin, Secretary (Barbados)
- Mrs Sharon Alleyne, Member (Barbados)
- Mr Rock Bruno, Member (Dominica)
- Mr Curtis Floyd, Member (Trinidad and Tobago)
- Dr Yvonne Marshall, Immediate Past President (Jamaica)

CANQATE with support from the Global Initiative for Quality Assurance Capacity Building

(GIQAC), financed by UNESCO, completed a scoping study in December 2013. The main aim of the study was to assess the state of quality assurance activities of EQAAs in the Caribbean and the impact of such activities on tertiary level educational institutions. A total of nine (9) national and one (1) specialized regional accrediting body participated in the survey. The study found that the EQAAs in the CARICOM territories are very committed to assuring quality in the provision of tertiary education. Agencies engage in activities aimed at maintaining quality and standards, border protection, public accountability, and strengthening institutional internal quality assurance systems. However, a key challenge for the region is the threat of low quality cross-border and online education providers, many of them driven solely by a profit motive. Institutional personnel, who responded to the survey, indicated that the work of the EQAAs has had a very positive impact on institutional practices and overall quality. With regards to internal quality assurance systems, it is reported that the institutions are making great strides in the way they respond to, communicate with, and engage stakeholders; and the extent to which they value and support institutional self-assessment. EQAAs must now focus on institutional strengthening and securing the financial resources to enhance and expand the services they offer to institutions and other stakeholders.

Certificate for Quality of Internationalisation ([CeQuInt Project](#))



This project co-funded by the Lifelong Learning Programme of the European Union will lead to the award of a Certificate for Quality of Internationalisation. The [project partners](#) have now finalised the [overall methodology](#) to be tested in the twelve [pilot procedures](#). A study to evaluate the impact of assessing internationalisation is now added to the project.

The members of the European Consortium for Accreditation have asked the

project partners to include an impact analysis into the project activities since we now have a chance to actually try and determine the impact this (new) assessment methodology has on the assessed entity, in this case its internationalisation. The aim should be to gauge the effect such an assessment has on the assessed programme/school/institution. This will be a [longitudinal approach](#) in which the assessed entity's internationalisation level can be tracked systematically: when the self-evaluation is finished, before and after the site visit, after the whole procedure is finished. The third [Steering group](#) meeting will be kindly hosted by the Finnish Higher Education Evaluation Council ([FINHEEC](#)) on 23 April in Helsinki. For more information, visit the [CeQuInt website](#) and subscribe to the [CeQuInt newsletter](#).

ECA new website

ECA is very pleased to announce the official launch of the brand new [ECA website](#). ECA offers a range of services to higher education institutions and quality assurance and accreditation agencies. All these [ECA services](#) now share the same look and feel in a single user-friendly interface:



- The Certificate for Quality in [Internationalisation](#) (CeQuInt project). The Certificate confirms that a programme or an institution has successfully incorporated an international and intercultural dimension into the purpose, function and delivery of its education.
- The [Single Accreditation](#) Procedure for joint programmes. This prevents the need for joint programmes to undergo several national accreditation procedures in different higher education systems. The [Coordination Point](#) offers information and assists in providing single accreditation procedures of joint programmes in cooperation with quality assurance agencies.
- The Multilateral Agreement on the [Mutual Recognition](#) of Accreditation Results regarding Joint Programmes (MULTRA). It enables joint programmes to be assessed by one quality assurance/accreditation agency but receive relevant legal outcomes, such as accreditation decisions, in all the relevant higher education systems.
- The knowledge base [ECApedia](#) aims to bring together the knowledge helpful in multiple higher education issues and with a specific focus on quality assurance. All stakeholders can enrich the ECApedia knowledge base with their valuable contributions. You can do so too, please request your [ECApedia contributor credentials](#).

- The online database on quality assured and accredited higher education [Crossroads](#) with its search engine. Crossroads presents information regarding quality assured and accredited higher education in Europe. Crossroads brings together information from the different databases of the quality assurance and accreditation agencies.
- The ECA [Experts Exchange Platform](#) is intended to facilitate locating experts for external quality assurance procedures. Quality assurance and accreditation agencies will use this platform to share trained and/or experienced experts with each other across borders.

If you have any suggestions or comments, you are kindly invited to share them with the ECA Secretariat by writing to secretariat@ecahe.eu.

Successful re-accreditation of the AHPGS



The German Accreditation Council (GAC) once again approved the issuing of the seal of the GAC to the AHPGS for the period of five years on 25 February 2014. The assessment of the Accreditation Council states:

"Overall, the assessment group got a differentiated and positive impression of the agency, the basis of the submitted documents and particularly within the framework of the on-site inspection. The experts were particularly impressed by the great commitment of committee members, experts and the agency to the quality development of the study programmes to be accredited. At the same time, the assessors got the impression that the high qualification of all of those involved and the professional procedures established in the agency guarantee accreditation procedures according to the criteria of the Accreditation Council."

The AHPGS – Accreditation Agency in Health and Social Sciences – has now existed for over 10 years. Officially founded on 6 April 2001, the AHPGS was first officially accredited for three years by the Accreditation Council in the same year.

Three years later the first re-accreditation was approved without conditions for the period of five years until the year 2009. The accreditation by the Accreditation Council began with these findings:

'The AHPGS has developed positively in every respect since its accreditation. This applies to both the number of procedures carried out as well as the consolidation and work of its committees.'

In addition to the successful accreditations by the Accreditation Council, the milestones in the development of the AHPGS particularly include its approval for



system accreditation in 2008, its approval to carry out accreditation procedures in Swiss universities of applied sciences as well as the continuous increase of accreditation procedures for study programmes and universities abroad in Europe and outside of Europe.

The positive development can be explained in particular by the number of accreditations carried out by the AHPGS. From three study programme accreditation procedures successfully carried out in 2002 to 48 procedures carried out in 2005, the number of accredited study programmes per year currently amounts to more than 120. The AHPGS has accredited more than 800 study programmes overall. The increasing number of international accreditations is also to be emphasised. The approval to carry out accreditations at universities in Switzerland and the acceptance into the European Quality Assurance Register (EQAR) are causing an increase in the inquiries from abroad.

In addition to carrying out accreditation procedures in Switzerland, the Netherlands, Austria, Lithuania, Romania and Slovenia, the AHPGS has also successfully concluded various procedures for the accreditation of health sciences programmes in Saudi Arabia.

One significant reason for the increasing number of international accreditations is the fact that AHPGS is the only accreditation agency worldwide with explicit expertise in the areas of health and social sciences.

The AHPGS is represented in the relevant international accreditation networks. In addition to membership in the European Consortium for Accreditation (ECA) and the European Association for Quality Assurance in Higher Education (ENQA), the AHPGS was accepted into the European Quality Assurance Register (EQAR) in 2009. The AHPGS has also been a member of the International Network for Quality Assurance Agencies in Higher Education (INQAAHE) since 2009 and a member of the Network of Central and Eastern European Quality Assurance Agencies (CEENQA) since 2012.

In addition to carrying out procedures for study programme and system accreditation as well as institutional audits, the significant fields of work of the AHPGS increasingly involve the supervision of universities during their foundation and development phases in the dynamic field of health and social sciences. Members and employees of the AHPGS are involved in the field in many ways and thereby make a significant contribution to academisation, education and quality development in accordance with the mission statement of the AHPGS.

Further information as well as contact details can be found on: www.ahpgs.de



ENQA involvement in the QACHE project and London experts' forum

ENQA is currently in the process of developing its survey on cross-border higher education for the QACHE ("Quality Assurance of Cross-Border Higher Education") project, which will be distributed to its member agencies in April. The survey is expected to produce information regarding the role of QA agencies in Europe in the evaluation of cross-border education, specifically that which will help to: examine the criteria and processes used, discuss the impact of international guidelines on QA in CBHE, and identify good practices and challenges encountered in this area.

The results of the survey will be disseminated and discussed at the European Expert Forum scheduled for October in London this year.

For more information, please visit the QACHE website:
<http://qache.wordpress.com/>

Launch of the Quality Procedures Project and Survey

The fourth edition of ENQA's Quality Procedures Project (QPP) was launched in February 2014. The objective of the project is to document and analyse (i) the current methodological state-of-the-art in terms of internationalisation of (QA) in the EHEA and in terms of QA as a contributor to higher education internationalisation, as well as (ii) strategies and tools implemented by quality assurance agencies across the EHEA.



The survey, called "Cooperation and Competition in the Provision of Quality Assurance Services", is conditioned by – and developed with consideration for – the possible changing framework of external quality assurance (due largely to the forthcoming ESG revision), the evolving needs of international stakeholders regarding the quality of higher education, a need for generating better services in the field, and the growing prominence of alternative transparency tools (such as ranking systems).

The survey aims to provide clarity regarding the following topics: the current mandate for international QA activities, resources devoted to international QA activities, the types of activities performed under the heading "international QA", expectations and views on international QA activities (including the risks and benefits), and importing QA services.

The project will run until October of this year and will result in the publication of a report. For more information: <http://www.enqa.eu/index.php/quality-procedures-project-qpp/>

News from members

The Japan University Accreditation Association Goes Global: Publishing Evaluation Results in English and Conducting International

As globalization exerts increasing influence upon higher education institutions across the world, the Japan University Accreditation Association (JUAA) has made a series of strong efforts to internationalize itself. First, in 2003, it began to publish its accreditation results in English. The translations of "Certified Evaluation and Accreditation Results" for two business schools (which are called "professional graduate business schools" in the Japanese higher education system) are now posted at the JUAA website, http://www.juaa.or.jp/en/accreditation/result_2012.html. In addition, more than thirty abbreviated translations of accreditation results will be made available in English in the spring of 2014.



Second, the JUAA is determined to play a critical role at the front of international research on higher education quality assurance. Since November 2011, the JUAA has been conducting a study entitled "Research toward Systematic Theorization of University Evaluations," which includes data gathered through surveys of external quality assurance agencies across the globe and which sends investigators to several countries overseas to collect documents and conduct interviews.

In 2013, the JUAA's research division developed a survey aimed at exploring the current issue of external quality assurance and the challenges external evaluation agencies face. The JUAA sent the survey questionnaires to 167 INQAAHE member agencies and 49 CHEA member organizations. It received 169 valid responses, and the data have been examined. The JUAA is certain that the survey findings will benefit the university accreditation and evaluation communities and organizations across the world, because few studies have been conducted to address the issue and the challenges from a global perspective.

In the spring and early summer of 2013, the JUAA sent six research teams to conduct qualitative research in different countries such as the United States, China/ Taiwan, Finland, Holland, Germany, the United Kingdom, Australia, and South Korea. The accreditation agencies visited include: the Higher Learning Commission of the North Central Association of Colleges and Schools (NCA-HLC), the Council on Education of the American Veterinary Medical Association (AVMA), the Taiwan Assessment and Evaluation Association (TWAEA), the Higher



Education Evaluation and Accreditation Council of Taiwan (HEEACT), the Accreditation Board for Engineering Education of Korea (ABEEK), the Korean Council for University Education (KUCE), the Tertiary Education Quality Standards Agency (TEQSA), the Certified Practising Accountants (CPA) Australia, the Finnish Higher Education Evaluation Council (FINHEEC), the Quality Assurance Agency for Higher Education (QAA) Scotland, the Quality Assurance Agency for Higher Education (QAA) London, Quality Assurance Netherlands Universities (QANU), the Nederlands-Vlaamse Accreditatieorganisatie (NVAO), and the Agentur fur Qualitatssicherung durch Akkreditierung von Studiengangen (AQAS).

The JUAA would like to express its sincere thanks to the evaluation agencies that participated in the research. The data collected are currently being analyzed both quantitatively and qualitatively by the JUAA researchers, and a first report in Japanese (based on a descriptive statistics) will be published soon.

National Authority for Qualification and Quality Assurance of Education and Training (QQA) Forums

In its continuous efforts to improve the quality of the education and training sector in the Kingdom of Bahrain, the [National Authority for Qualification and Quality Assurance of Education and Training \(QQA\)](#) has embarked on a number of forums for the following Directorate:



1. Directorate of Vocational Reviews (DVR)

On 7th September 2013, the Directorate of Vocational Reviews (DVR) organized its 3rd Forum under the title of "**Towards a Better Vocational Education and Training: Learning Outcome Approach**". More than 100 participants representing key stakeholder of the DVR took part in the event.

The forum aimed at building on previous forums and conferences conducted by the QQA and raise awareness about the importance of adopting outcome based training approach in designing and developing programmes for Vocational Education and Training, especially as the Kingdom of Bahrain is embarking on the development and implementation of the National Qualifications Framework.

The forum hosted international and local experts in the field of vocational training and aspects towards enhancing the vocational training and education quality.



2. Directorate of National Examinations (DNE)

The Directorate of National Examinations (DNE) held its 3rd forum on 11th November 2013 under the title of "**Pros and Cons of International Assessment**". More than 100 participants representing key stakeholders of the DNE took part in the event. The stakeholders included public and private schools and higher educational institutions as well as representatives from the Ministry of Education.

This Forum has been organized for stakeholders and consultants to raise awareness and learn from each other's experiences.

3. Directorate of Government Schools Reviews (DGS) and Directorate of Private Schools and Kindergarten Reviews (DPS)

The DGS and DPS organized their 3rd Forum since the launch of the QQA in 2009, under the theme of "**School's Quality Challenges and "Turnaround" Leadership**". Around 200 participants took part in the forum, as it was organized for schools' senior and middle management and consultants to share their experiences as well as interacting with their colleagues who have effectively turned around their schools, in spite of their circumstances to good or better levels of performance.

The international keynote speakers as well as local experts provided an insight into the latest international developments in turnaround leadership and change management. The Forum also drew upon lessons from case studies in schools.

IMPALA seminar, May 19-20, 2014, Mannheim, Germany

The Evaluation Agency Baden-Wuerttemberg (evalag) is organising an European seminar together with ENQA on "**Impact Analysis of External Quality Assurance in Higher Education Institutions: Methodology and Its Relevance for Higher Education Policy**". The seminar takes place on May 19-20, 2014, in Mannheim, Germany. It is organised within the IMPALA project (Impact Analysis of External Quality Assurance Processes in Higher Education Institutions. Pluralistic Methodology and Application of a Formative Transdisciplinary Impact Evaluation). IMPALA is an Erasmus Multilateral Project within the Lifelong Learning Programme of the European Union, which aims at improving the knowledge and know-how of all stakeholders regarding the effects of external quality assurance procedures. For further information see www.evalag.de.

Steps towards a functioning higher education accreditation system in BiH urgently needed

European and international higher education experts acknowledged the commitment of BiH to implement the Bologna Reforms, in particular to be in line with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) with a view to joining the European Higher Education Area (EHEA).



This was, *inter alia*, stressed in the course of the presentation of the recommendations delivered by European experts at the head office of the Delegation of the European Union in Sarajevo.

The recommendations are the result of the first component of the Twinning Project "Strengthening Institutional Capacity for Quality Assurance".

The first component comprised an *Analysis of the Legal Provisions Relating to Quality Assurance in BiH*, in particular with regard to their compliance with the *Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)*. The ongoing Twinning Partnership between BiH and Austria is funded by the European Union under the Instrument for Pre-Accession Assistance (IPA 2011) with 1 million Euro.

The following prominent higher education experts worked on the recommendations and presented them: *Achim Hopbach*, Managing Director of the Agency for Quality Assurance and Accreditation of Austria (AQ Austria) and former President of ENQA, *Peter Findlay*, Assistant Director of the Quality Assurance Agency for Higher Education of the United Kingdom (QAA) and ENQA International Reviewer, *Adi Kovačević*, AQ Austria Consultant for Southeast Europe, *Bastian Baumann*, Independent Higher Education Consultant and ENQA International Reviewer, and *Alexander Kohler* of the Ministry for Science and Research of Austria, who is also the Twinning Project Leader from the EU Member State, Austria.

Managing Director of the Agency for Quality Assurance and Accreditation of Austria, *Achim Hopbach*, pointed out that *although the Framework Law for Higher Education in BiH was in line with the Bologna Reforms, there were still some shortcomings and inconsistencies in the implementation of the Law in practice, for which reason the European experts issued the recommendations for further development of external quality assurance in BiH*.



The experts believe that it would be useful to explain further steps relating to the implementation of the Framework Law and their consistent translation into other relevant regulations in BiH.

"I would like to emphasise that we do not suggest transferring any competencies, but instead we recommend harmonising regulations at all levels and harmonising their respective implementation," added Hopbach.

He expressed the conviction that this Twinning Project was an excellent opportunity to add the European dimension to quality assurance in higher education in BiH.

"If all the stakeholders agree on the consistent implementation of accreditation in line with the Framework Law and in line with European standards, we are convinced that BiH will make a big step towards the integration into the European higher education system," stressed Hopbach.

He pointed that would mean recognising universities from BiH in the European Higher Education Area and supporting the recognition of the degrees awarded by higher education institutions.

Director of the Agency for Development of Higher Education and Quality Assurance (HEA) and Twinning Project Leader from the Beneficiary Country, BiH, Husein Nanić, stressed that the objectives from the Bologna Declaration would be the priority in higher education.

Mr Nanić stressed that BiH had a choice, either to align its higher education with European standards by applying and implementing the experts' recommendations through the accreditation process and to become a part of the European area of competence and knowledge, or to keep the higher education in BiH completely isolated from the rest of the world, along with all the resulting consequences.

Alexander Kohler, Twinning Project Leader from the EU Member State, Austria, said *that BiH still had a long way to go in terms of achieving the European standards and guidelines in practice.* He promised further support through the twinning partnership, stressing that the responsibility for implementing reforms lies with HEA, the authorities, universities and other relevant stakeholders.

The Twinning Project "*Strengthening Institutional Capacity for Quality Assurance in Higher Education*" is comprised of four components. Its implementation started in September last year and it will last until September 2015. The objective is to increase mobility and employability of the labour force through improvement of the quality of higher education institutions in line with the Bologna Process.

Quality Assurance Across Borders: ACBSP Accreditation

Innovative accreditation practices and quality assurance across borders were topics that ACBSP Executive Director Douglas Viehland addressed at the Asia-Pacific Quality Network Conference in Hanoi, Vietnam.

At the Asia-Pacific Quality Network (APQN) Conference, www.apqn.org, held in Hanoi, Vietnam on March 7-8, Douglas Viehland (pictured right), Executive Director of ACBSP, was part of a panel discussion titled: "Quality Assurance Across Borders: Different Models for Education/Different Models for Quality Assurance." Other panelists included Professor Lee Keng-Mun, William, Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) and Erika Soboleva, The Agency for Higher Education Quality Assurance and Career Development (AKKORK), Russia. Dr. Jan Cameron, Assessment and Qualifications Alliance (AQA), New Zealand was the moderator (pictured standing).



During the panel discussion, Viehland described how the ACBSP Standards and Criteria and processes are structured to create a global standard that can be achieved by business schools no matter their location in the world.

At a session held the next day, Viehland described a "path to innovation" that has led ACBSP from an organization with 370 members in 2003 to one with more than 1,220 member campuses in 56 different countries in 2014.

"We have adopted an existing quality standard used by businesses, creating a system-wide accreditation process for large systems," said Viehland. "We also have innovative processes in place that support success, such as assigning mentors, holding site team consensus calls, and sharing self-studies as best-practice examples with candidates for accreditation," he said.

"ACBSP also established a cohort accreditation process for a group of 10 schools in Mongolia. This group is setting a standard of excellence in business education in the Asia Pacific region," Viehland said. "The Institute of Finance and Economics (IFE) was the first school in Mongolia to achieve accreditation through ACBSP in 2012. There are now 19 member campuses in Mongolia, three of which are accredited and 15 more are in candidacy for accreditation," he said.



The Accreditation Council for Business Schools and Programs (ACBSP) www.acbsp.org, is the only global accrediting body to accredit business, accounting, and business-related programs at all degree levels.

About ACBSP

ACBSP's mission is to promote continuous improvement and recognize excellence in the accreditation of business education programs around the world. ACBSP, www.acbsp.org, is recognized by the [Council for Higher Education Accreditation \(CHEA\)](#) as a specialized accreditation agency for business education. ACBSP currently has 1,233 member campuses, 195 of which are located outside of the U.S. Of those campuses, 923 have achieved accreditation and more than 210 are in candidacy for accreditation. Individual members on these campuses now exceed 11,000. [FAQs / Accreditation FAQs](#).

Barbados Accreditation Council

The Barbados Accreditation Council has had a very busy year, with the hosting of several workshops, recognition of the Association of Chartered Certified Accountants (ACCA) as an Awarding Body, Study Tours to Mauritius and the United Kingdom, facilitation of the initial phases of the design, development and implementation of the National Qualification Framework (NQF) for Barbados, the granting of Institutional Accreditation to The University of the West Indies Open Campus and The University of the West Indies, Cave Hill campus, hosting of the National Secondary School Debate Competition and hosting a Study attachment from the Executive Director of the Accreditation Board of St Kitts & Nevis.



Front row: (first from left) Ms. Valda Alleyne, Executive Director, BAC and (second from left) Executive Director, M QA, Dr. Kaylash Allgoo, O.S.K. Back row: Ms. Shonelle Lynch, Project Coordinator(NQF), BAC (third from left) and Mrs. Alitia Quintyne, Quality Assurance Officer, BAC (fourth from left) along with other members of staff of the M QA

The Council continues to fulfill its mandates with the provision of workshops geared towards offering

local tertiary educational providers the necessary knowledge for enhanced internal quality assurance mechanisms. The workshops offered were Preparing for Programme Accreditation, two Registration workshops – one being a customized workshop targeted specifically towards those tertiary educational providers which are presently recognized by the Ministry of Education, Science, Technology and Innovation; and Preparing for Programme Approval.

The National Qualification Framework (NQF), Strategic Pillar 2 of the Barbados Human Resource Development Strategy 2011-2016 has been placed under the responsibility of the Council. To facilitate this mandate, the Executive Director, Quality Assurance Officers and Project Coordinator (NQF) visited Maritius, Scotland and England. The aim of the tours was to learn directly from the authorities in the respective countries regarding the development and implementation of their NQFs – with a special focus on noted pitfalls to avoid.

Dr Hughes-D'Aeth leading one of the BAC in-house NQF sessions with staff members

To facilitate the preparations for the design, development and implementation of the NQF, the Council hosted the NQF Consultants, Dr Armand Hughes-D'Aeth and Dr Paulette Dunn-Smith during the months of January to March. During this initial phase of the NQF project, a number of internal briefing sessions and workshops were conducted, as well as one stakeholders' forum. The Consultants return in March and May for the second phase of their contracted duties.



On February 8, 2013 the ACCA was presented a Certificate of Recognition for the achievement of becoming a Recognized Awarding Body with the Council. Ms Brenda Lee-Tang, Head of the ACCA Caribbean accepted the award on behalf of the Association.

Institutional accreditation was granted to The University of the West Indies' Cave Hill and Open Campuses for the period June 18, 2013 to June 17, 2019. In two separate presentation ceremonies at Barbados Accreditation Council's (BAC) headquarters, Pro-Vice Chancellor and Principal, Professor Sir Hilary Beckles and Pro Vice Chancellor, and Principal, Professor Hazel Simmons-McDonald accepted the Certificate of Institutional Accreditation for their respective institutions. The two campuses have joined the Mona and the St. Augustine Campuses which were granted accreditation last year by the Councils in their respective territories, Jamaica and Trinidad and Tobago.

Ms Yvonne Walkes, Chairman of the BAC presenting the winner's trophy to the Alexandra Secondary's debate team along with the Coordinating Teacher, Mrs. Rosemary Rudder



The Council hosted its first National Secondary School Debate Competition, with the culmination of the competition with the finals on November 27, 2013. The competition attracted 6 secondary schools which participated in three preliminary rounds in heated debate over the moot *Integration of Technology in the Classroom Increases Student Engagement*. The two teams, The St. Michael's School and

Alexandra Secondary advanced to the finals to debate the moot *The Extensive Use of Social Media Has a Negative Impact on the Quality of Written Expression*, with Alexandra Secondary emerging as the winners. The winning school received an LCD Smart Board with an integrated projector.

Upcoming events

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). 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.**

THE-ICE 8th International Panel of Experts Forum 2014

12th to 14th November 2014, Charles Darwin University – Darwin, Australia (preceded by THE-ICE Benchmarking Roundtable Series on 11th November 2014)



The International Centre of Excellence in Tourism and Hospitality Education, (THE-ICE), is pleased to invite you to attend THE-ICE 8th International Panel of Experts (IPoE) Forum 2014.

The IPoE Forum is proudly hosted by the School of Service Industries, Charles Darwin University, and will be held from 12th to 14th November 2014 in Darwin, Australia.

The theme "**Developing Quality and Value-adding to Partnerships Between Institutions**" will build on past IPoE forum themes, focusing on current strategic issues facing tourism, hospitality, events and culinary arts education (TH&E). Extensive networking opportunities will be provided throughout this event, which is open to members and non-members of THE-ICE.

The IPoE Forum will feature a series of invited Keynote presentations, panel sessions and workshops by leading international TH&E educators and industry experts. The panel sessions and workshops will focus on:

- Creating common Vocational Education and Training (VET) standards in the ASEAN region to allow for workforce mobility



- Educational pathways from VET to Higher Education (HE) – domestic and international
- Linkages and partnerships between institutions



International Centre
of Excellence in
**Tourism and Hospitality
Education (THE-ICE)**

It will also include a number of referred paper presentation sessions with publication opportunities available for accepted submissions.

More information on the 8th IPoE Forum programme and registration details will be available on [THE-ICE website](#) in the coming days, or email us to register your interest ipoe2014@the-ice.org.