INQAAHE

The History of the First Quality Assurance Network in Tertiary Education

1991-2021

*A sophisticated understanding
of the past is one of the most powerful
tools we have for shaping the future*

~George Smith

Acknowledgements

The foundations of this initiative constitute recollection of events – *A Personal Chronology 1991-2014* - shared with the INQAAHE Board by David Woodhouse in 2014 when he announced his resignation. In reality, he never resigned.

> ## Once with INQAAHE, you are always with INQAAHE.

This holds true for all the Presidents, Board Members and Secretaries who have tirelessly and passionately contributed to the cause of quality. INQAAHE has been honored, improved and enhanced by their invaluable contribution.

In 2021, to mark the 30th anniversary of the Network, a year-long celebration took place under the leadership of Susanna Karakhanyan, the 7th President of the organization. The INQAAHE history is one of the key initiatives to mark the celebration and is based on the initial drafts and invaluable support from Jacques L'Écuyer, David Woodhouse, Carol Bobby, María José Lemaitre, Jagannath Patil, Susanna Karakhanyan, Ton Vroeijenstijn, Mark Frederiks, Martí Casadesús Fa, Beatriz Calzada de la Horra, and Concepción Herruzo Fonayet. Thus, the first edition of the History of INQAAHE has become possible.

President's Address on the 30th Anniversary of INQAAHE

It is my distinct honor and highest privilege to usher the global platform for tertiary education providers into its 30th Anniversary – a major milestone in INQAAHE's history. What started as a modest project by visionary scholars back in 1991 has today become a global enhancement platform for all QA providers in tertiary education, one that embodies the community spirit and ownership in its purest form.

Launched with eight members, today INQAAHE has over 350 members globally and we are proud to have formed and serve such a bright community of professionals united by a common cause – quality and quality assurance of tertiary education provisions. As per the vision of the founders, INQAAHE has always been working with and for its members and tertiary education community at large in pursuance of a better and enhanced education for all.

As the QA culture matured and was shaped by local custom and cultures, INQAAHE's unique DNA evolved as it served its members by guiding and bridging this diversity of QA systems worldwide.

Throughout its thirty years of existence, and right up to the present, INQAAHE has made significant contributions to the promotion of international dialogue and cooperation in the QA of higher education by facilitating wider learning from a variety of cultures with diverse approaches to QA. In an increasingly globalized world, this has served to build on and enhance the quality cultures within higher education.

Marking the 30 years of INQAAHE's leadership in promoting quality culture globally, this abridged history constitutes INQAAHE's evolution as retold by its key leaders.

It goes without saying, the reason for INQAAHE's success goes beyond the contribution of these key persons; it would not have been possible without the trust and belief of our valued members in the potential of this organization and the benefits and opportunities it offers.

In this publication, with the joint efforts of the Presidents and Secretaries of INQAAHE, an attempt is made to present the history of INQAAHE's foundation and evolution while also highlighting the benefits and values for which the organization merits acknowledgement. It is our belief that through this venture, the vision, ambitions, commitment and the passion of the past and current leaders of INQAAHE will set a robust platform for future successes by inspiring the new, innovative and passionate leaders to be.

I extend my personal sincere gratitude to all that contributed to this initiative in honor of the 30th anniversary of the INQAAHE – a truly global, independent and inclusive enhancement platform for quality assurance in higher education.

I would like to humbly extend my heartfelt thanks to each and every person for any minute of their precious time invested in shaping INQAAHE into its current form and infusing the values it brings to the community.

Susanna Yuri Karakhanyan

INQAAHE President
(2016-2021)

INQAAHE Mission

To promote and advance excellence in tertiary education through the support of an active international community of QA providers by:

- ✓ **focusing on the development of the theory and practice of QA**

- ✓ **strengthening exchange and understanding of policies and actions in quality and QA,** and

- ✓ **promoting QA for the benefit of tertiary education, institutions, students and society at large.**

Values we Cherish

Inclusiveness

Diversity

Integrity

Academic Freedom

Independence

Collaboration

INQAAHE is fully driven by internationalization principle

Diversity second to none!

Contents

I.
Introduction

The earliest expression of formal external quality assurance in higher education originated in North America over a century ago in the form of accreditation and the worldwide pattern for the establishment of external quality assurance commenced at the end of the 1980s and mid-1990s[1]. This wider expansion of external quality assurance was driven by widespread emergence of new national/public and private external quality assurance agencies across the globe. Predominantly it evolved as a response to massification of higher education, increase in international mobility, expansion of private providers, among the rest.

As the demand for trustworthy and credible tertiary education increased so did quality assurance provisions raising a tangible need to bridge diversity of quality assurance providers in an effort to respond to the emerging challenges.

Thus, the International Network of Quality Assurance Agencies in Higher Education (INQAAHE) was the result of a natural evolution of tertiary education provisions as it entered the era of massification.

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[1] *Woodhouse, D. (2011) A Short History of Quality, CAA, UAE https://www.yumpu.com/en/document/view/11498672/a-short-history-of-quality-david-woodhouse-caa*

Established in 1991, INQAAHE was the first ever international network of QA bodies. It started with just eight members – the QA bodies who happened to be at the international conference on quality assurance organized by the Hong Kong Council for Academic Accreditation (HKCAA). Since its launch, INQAAHE set out to be a supportive and inclusive organization, representing quality assurance providers, both internal (HEIs) and external (QA bodies). The use of the term 'network' was deliberately chosen to stress collegial interaction and to signal an intention to provide mutual support.

Established as an umbrella quality assurance organization for quality assurance providers and accreditors world-wide, INQAAHE provides a global quality enhancement platform for both the internal and external quality assurance in tertiary education. Its primary membership is drawn from QA organizations (EQA agencies and IQA units of higher education institutions), along with regional, subject-specific and other networks.

What all of these bodies have in common are shared interests and values. They speak a common language and embrace the importance of sharing good practice and improving the professionalization of the field of QA in higher education. INQAAHE provides a trusted platform for the exploration of global issues in higher education in general and QA in particular; issues that go beyond national or regional boundaries.

The Network offers its members an opportunity to learn from what others are doing, from both their successes and their failures, and to explore potential solutions for their own contexts, thereby setting a firm foundation for current and future success.

II.
The Founders and the Foundations

So, how did it start?

In 1989, the Hong Kong Council for Academic Accreditation (HKCAA) was set up to take over from the UK's CNAA the task of reviewing the non-university higher education institutions (HEIs) in Hong Kong. The Board of HKCAA reflected on ways to establish the place of the new agency, and decided:

► **To host a conference of as many EQA agencies as it could identify, world-wide;** and

► **To propose the establishment of a world network of external quality assurance (EQA) agencies.**

Thus, the first conference of QA agencies convened in Hong Kong in 1991 on the initiative of the Council of the HKCAA with representation of QA bodies from all the continents. At that time, the broad outreach was possible due to the composition of the HKCAA Board, which required seven members from outside Hong Kong who were able to link into their respective regions to publicize the conference. At the end of the conference, also at the initiative of the HKCAA, delegates were asked if they saw value in continuing to work together in a network, and the response was positive. Thus, a meeting of representatives of some 10 to 15 agencies discussed what the value would be, and, this meeting marked emergence of the first ever international network that would bring together quality assurance providers in tertiary education from all the regions of the globe in the pursuance of the same cause – quality and quality assurance.

The central concept that united the founders of the first international QA network was predominantly 'information-sharing'. Already then, there were serious concerns about matters such as degree mills and government pressure on agencies. The group recognized that, as a self-declared association, the new international umbrella QA body would have no power to enforce any actions the group might deem appropriate. Nonetheless, cognizant of the saying that 'information is power', the QA "bodies" "also", (*Table 1*) recognized that it could have a significant effect on capacity-building in the member agencies, alerting each other to fraudulent organizations or operations, and publicizing any attempts by governments at inappropriate influence.

Table 1: *The INQAAHE founders*

	Representative	Organization	Country
1	Marianne Bauer	National Board	Sweden
2	Leslie Benmark	ABET	United States of America
3	Malcolm Frazer	CNAA	United Kingdom
4	Nigel French	UGC	Hong Kong
5	Danie Jacobs	Technicon SA	South Africa
6	Jan Kalkwijk	Ministry of Education Inspectorate	Netherlands
7	Jacques L'Écuyer	CREPUQ	Canada
8	Kwong Lee Dow	ANTA	Australia
9	Marjorie Peace Lenn	COPA	United States of America
10	Richard Lewis	UK OU	United Kingdom
11	Andre Staropoli	CNE	France
12	Ton Vroeijenstijn	VSNU	Netherlands
13	Peter Williams	AAU	United Kingdom
14	David Woodhouse	HKCAA	Hong Kong

The group spent a while deciding on a name for the network, and the name grew longer due to the desire to make it self-descriptive. Therefore, from a simple INQA, it became INQAHE and then INQAAHE. This long acronym has been a source of much comment down the years, but on balance, the attention generated has been positive.

As Oscar Wilde said, "the only thing worse than being talked about is not being talked about".

Following the conference, eight QA bodies officially joined the Network thus marking launch of full membership from the start on:

Table 2: The INQAAHE First Members

	Organization	Acronym	Country	Representative
1	Hong Kong Council for Academic Accreditation	HKCAA	Hong Kong	Alan Sensicle
2	Swedish National Board of Universities and Colleges		Sweden	Marianne Bauer
3	Council for National Academic Awards, national degree-awarding authority in the United Kingdom	CNAA	United Kingdom	Malcolm Frazer
4	Council on Postsecondary Accreditation	COPA	USA	Marjorie Peace Lenn
5	Comité National d'Évaluation de l'Enseignement supérieur	CNE	France	Andre Staropoli
6	Vereniging van Universiteiten of the Netherlands	VSNU	The Netherlands	Ton Vroeijenstijn
7	UK Academic Audit Unit		United Kingdom	Peter Williams
8	Philippine Accrediting Association of Schools, Colleges and Universities	PAASCCU	The Philippines	Concepción V. Pijano

The HKCAA offered to take on the task of supporting this fledgling Network, and David Woodhouse, Deputy Executive Director of HKCAA, was given the task, if not the title, of Network Administrator. An organizing committee was set up for the 1993 conference, and this was used as a de facto 'network board' to make decisions about the network more generally.

> ## The first host Secretariat of INQAAHE was HKCAA and it hosted the organization throughout 1991 – 1995.
>
> This launched the "hosting model" of the Secretariat and since then and until 2021 the Secretariat was moving from member to member, from continent to continent based on the bids submitted by the members. The tradition of the "globally moving Secretariat" was regarded by the members as one of the major assets of the organization since it gave the sense of ownership by the members and commitment for the members.

Over the next few years, David Woodhouse invested significant efforts writing to individuals, organizations or entities that came to his attention that might conceivably be a quality agency, or incipient quality agency, to invite them to be a member of the Network.

Meanwhile, Marjorie Peace Lenn (USA) and Jacques L'Écuyer (Canada) offered to host another conference in 1993 in North America. The agreement was that the conference would be in Montreal or Washington DC, depending on who first got some external sponsorship. Canada, under the lead of Jacques L'Écuyer won that race. A conference committee was assembled, and as it started to become necessary to make decisions on behalf of the Network, that committee was treated as effectively the Network 'board'.

A natural discussion surrounding the Montreal conference was whether this was the first or second conference of the Network. In an obvious sense, it was the first, yet it was a pity to lose the 'longevity' for the Network offered by the Hong Kong conference. The discussion was concluded in 1995, when the Dutch hosts of the Utrecht Conference explicitly publicized it as 'the third meeting'.

In 1993 and 1994 it became apparent that a conference organizing committee could not double as a Network board, and a Constitution was drawn up.

It was in 1995, during the Conference in Utrecht, that the draft constitution was introduced to the General Assembly and considered by members. The revised constitution was voted on electronically after the meeting, and then a Board was elected. Jacques L'Écuyer was elected President and David Woodhouse was elected Secretary. Richard Lewis was appointed Treasurer.

At its launch, INQAAHE had two elections to form a Board for a term of service – for the President and for the Board – both elected by the General Assembly. This tradition ran up to 2018.

Membership

As the title of the Network indicates, the founders of INQAAHE were establishing an organization for QA agencies – i.e. bodies responsible for reviewing HEIs.

Soon after its launch, INQAAHE started receiving an increasing number of approaches from other organizations working in QA in HE (such as think tanks and planning bodies). One bright example is UNESCO. As the UN body, UNESCO seeing the value and benefits of an international network expressed its support to INQAAHE in 1993. Following the increasing interest of UNESCO in INQAAHE and given the nature of INQAAHE, it made sense for a UNESCO representative to be an affiliate of INQAAHE, thus setting grounds for fruitful cooperation between the two organizations, which continues today. Thus, INQAAHE started exploring types of membership that it could offer to ensure a two-way benefit both for the members and the Network.

To ensure the Network gains value from the expertise beyond EQA but in a way that did not detract from the primacy of EQAs, David Woodhouse proposed the concept of Associate Member for bodies other than EQAs.

It was decided then that the EQAs would be eligible for "full membership" category and "associate members" would be the ones other than EQAs but with a valid interest in QA in HE. This phrase also included HEIs, and some HEIs started to join the Network.

As part of its aim to be inclusive, no membership fees at all were charged for the first four years of INQAAHE's existence, with the HKCAA providing the resources for a newsletter and members database. Then, in 1995, a notional fee of US$50 was introduced, primarily to cover the cost of printing and posting the newsletter. This amount is quite derisory in the context of the budget of most organizations – especially global ones – but INQAAHE was determined to be inclusive, and keep the costs low enough so that no agency, no matter how impecunious, was excluded. These fees continue to be kept sufficiently low for this reason and all Network work and travel has been contributed by its officers from their own or their agency's resources. Agencies from LIC (lower income countries) and LDC (less developed countries) (as defined by UNESCO) were charged only half fees.

Membership

As the INQAAHE shaped, individuals wished to join, and without undercutting the corporate nature of the membership, a term 'Affiliate' – not 'affiliate member' was introduced. This allowed the Network to continue to have two categories of member, and individuals affiliated to it.

Initially, professional/specialized accreditors, that is, agencies reviewing in a particular discipline were restricted to being Associate Members. This decision was contentious, especially as some argued that professional accreditors were at the cutting edge of QA developments because of their need to globalize in response to the international mobility of their individual members. Some INQAAHE Board members - notably Marjorie Peace Lenn - thought that the future of accreditation lay with this group, as they were driven by developing market needs.

Others pointed out that typically a country might have one general accreditor but many special accreditors, so the former could be swamped by the latter. Coincidentally, the body representing accreditors in the USA (COPA) had disintegrated partly due to its not being able to fully represent both professional and general accreditors. To prevent INQAAHE from the same fate, the latter view prevailed, and professional accreditors were accepted only as Associate Members: that is, without a right to vote.

In the meantime, there had been extensive leadership and innovation coming from the specialized QA agencies throughout the world. One of the lessons learned was whether the agency had a professional or an institutional focus. Many of the issues faced were the same with regard to training, ethics, accountability, etc.

And having professional QA bodies as part of INQAAHE community would only benefit the organization.

Far from swamping the Network, the professional accreditors have always remained in a small minority of the members, and in 2008 the Board decided to make a special attempt to reach out to the professional accreditors, to see if the Network was providing the service they wanted.

Membership

In 2009, as the Network matured and became more self-confident, it was agreed to move professional accreditors to Full Membership, where they obviously belonged (though the forecast leadership of the professional accreditors in the field was not eventuated). Seeking to ensure their particular interests were well-addressed, from 2009 INQAAHE began to hold meetings specifically for professional accreditors.

The first of these was held in Washington in January 2009, followed by meetings in January 2010 (Washington DC), June 2010 (Netherlands), December 2010 (Paris) and April 2011 (Spain).

Another identifiable small subset of members is some HE institutions themselves that have a strong QA activity. In 2009, the Board agreed to see what focused support it could provide to this group.

In the absence of any strong ideas, the Board decided to await the result of the Member survey conducted at the end of 2010/start of 2011.

Most recent developments in the membership type were driven by the expansion of the number of QA bodies that were evaluated against the GGP and thus were listed in the INQAAHE register of aligned QA bodies. To acknowledge this newly forming and rapidly expanding group in 2016 a new membership category was introduced – GGP Recognized members – a category that comes with additional benefits given the status with INQAAHE they enjoy.

From an early stage, INQAAHE had to deal with the realities of being a global body, such as walking the fine line that allows agencies from both mainland China and Taiwan to be members; and working with both Israel and Arab countries.

around

350

quality assurance providers globally

Throughout the 30 years of its existence, INQAAHE has managed to successfully deal with related issues, through its inclusiveness and the main cause the membership is designed upon, which helped to steer away from politics.

Thus, founded by a very small group of EQA agencies, within the first five years of its operations, by 1996-1997 the membership had grown to over 100. By 2001, INQAAHE had 130 members, and at the beginning of 2011, the number stood at 240. In 2021, INQAAHE is proudly bridging around 350 quality assurance providers globally, thus providing a unique opportunity to learn, create and enhance.

III.
Major Turning Points in the INQAAHE's Evolution

i. 1991-2001

To serve its initial mission of information sharing, in 1993 INQAAHE began a biannual newsletter, which still runs quarterly. Then, distributed in hard copies, HKCAA generously covered all the costs of the Network, including printing and mailing the newsletter for the first few years.

Coincidentally with the emergence of the Network, Lee Harvey was invited by Carfax Publishers (now Taylor and Francis) to commence and edit a *Journal on Quality in Higher Education*. As it was appropriate for what was to become a professional association to have a learned journal in its area, INQAAHE and Carfax agreed that the journal would play this role.
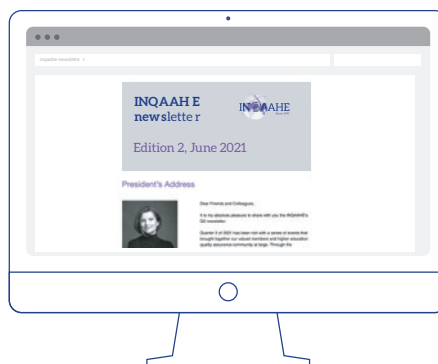
An agreement was reached that the Journal would be designated as being produced 'in association with INQAAHE' and members would receive the Journal at a reduced price. In due course, this was taken out of the membership fee, so that the publishers had a predictable source of income (i.e., members were not just left to take the special offer or not as they chose.) This arrangement continues to this day. In recognition of this association, the Journal editor was granted observer status on the INQAAHE Board.

Another major function of INQAAHE that promoted information sharing was its biennial conferences and the INQAAHE members bid for hosting. The INQAAHE Board, in line with its mission and internationalization principle, already started to make arrangements to ensure the conferences were held gloablly and no two conferences were held sequentially in the same region. Thus, in 1995 Ireland and South Africa bid for hosting the 1997 conference, with South Africa winning the bid. Ireland was not entirely sorry to lose as the agency (NCEA) had its 25th anniversary event in 1997 and it really had its hands full in preparing a conference with that focus.

In 1997 the fourth conference was held in Kruger National Park in South Africa, hosted by Technikon SA, the Ministry of Education, and the SA Vice-Chancellors' Committee. On the day before the conference began, a seminar was given (by Marjorie Peace Lenn and David Woodhouse) that provided an introduction to QA and advice for establishing a QA agency, which started the tradition of pre-conference workshops and trainings for QA providers. It seemed likely that the conference would trigger a Southern Africa grouping of EQAs, but this did not materialize at that time.
At the General Assembly in 1997 David Woodhouse was elected President and Ton Vroeijenstijn was elected Secretary. The Secretariat moved to the Netherlands, and was hosted by VSNU. At the same time the host started the establishment of the INQAAHE website.

i. 1991-2001

At the 1997 Conference, Marjorie Peace Lenn and Christian Thune of Denmark were discussing the fact that there was little understanding in the United States of QA in Europe and vice versa. There was fuller knowledge in the other direction, as European countries were aware of the long heritage of accreditation in the United States and were looking towards it as the starting point for their own development. Yet Europe was not generally aware of the contemporary issues facing United States accreditors. Therefore, in 1998, with the support of the INQAAHE President, David Woodhouse, an event was organized to bring the two sides together in Paris, hosted by the French quality agency (CNE- Comité National d'Évaluation de l'Enseignement Supérieur).

About a dozen participants were invited from each side of the Atlantic. This very useful meeting foreshadowed the INQAAHE Members' Workshops, which began in 2000, later on coined as biennial fora.

The conferences in Kruger Park (1997) and Santiago (1999) evinced what has become a common characteristic of the conferences, namely a major impetus to QA in the region in which they are held by raising greater awareness of QA and development of new QA bodies and activities. One reason for this is that the conferences are open to all, not merely INQAAHE members, and therefore they attract many participants from HE institutions and government, as well as quality agencies.

At the Santiago conference in 1999, Ton Vroeijenstijn started a discussion on the characteristics of a good quality agency. This led eventually to the approval in 2003 at the Dublin conference of the 'Guidelines for Good practice of QA Agencies' (GGP), which were subsequently used as the basis for the European Standards and Guidelines for QA in Higher Education (ESG), APQN, RIACES and other umbrella level QA guidelines.

During this period (1999-2003) the International Association of University Presidents became interested in whether the increasing number of quality agencies to which their institutions were becoming subject were themselves of good quality, and called for a 'quality hallmark' for quality agencies.

i. 1991-2001

1999 was also marked with the emergence of regional networks, predominantly on the example of INQAAHE and with the support of INQAAHE. Thus, the EQA agencies from Colombia (CNA), Argentina (CONEAU) and Chile (CSE) proposed the establishment of a Latin American network, and a committee was appointed to work on it. As a result, in 2003 RIACES was officially established.

From an early stage, INQAAHE has sought to collaborate with other world bodies, and globally-oriented national bodies, with an interest in or responsibility for matters relating to quality in higher education.

In 1999, INQAAHE was legally incorporated in New Zealand, thus, making its existence official.

Thus, what initially was labeled as affiliation, grew into a strong partnership as INQAAHE collaborated with UNESCO on a number of projects, assisting members from developing countries to attend the INQAAHE events.

In the same year, INQAAHE signed an agreement with UNESCO under the UNITWIN scheme, which gave an official status to INQAAHE with UNESCO and marked joint efforts to develop and enhance QA.

In 2005, INQAAHE's official status with UNESCO as a Non-Governmental Organization was firmed.

UNESCO
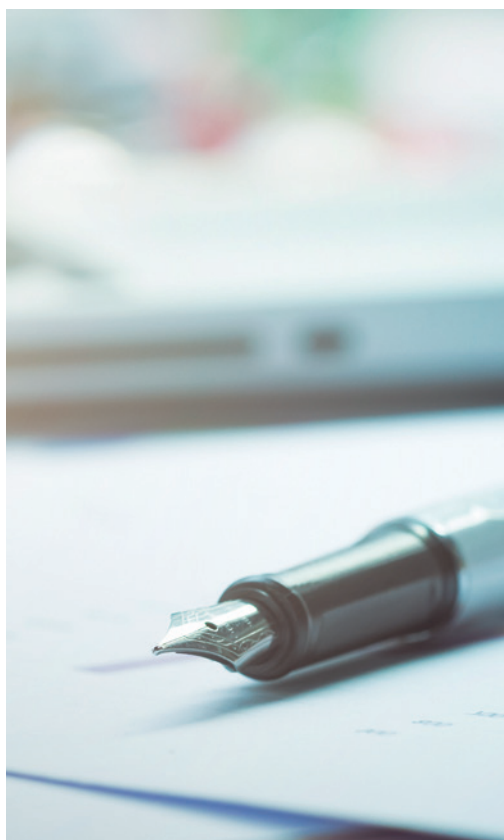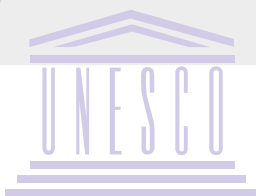
ii. 2002-2011: Expansion and True Internationalization

2000 marked the launch of the INQAAHE biennial fora, which had more focused outreach and was intended for QA providers only. The purpose of the fora was to join efforts with QA professional globally and come up with practical solutions for QA, thus capacity building and enhancement.

During the Board meeting in Budapest, there was feedback regarding the practicality and usefulness of conferences, which were becoming too big and diverse, squeezing out the quality agencies themselves. At the same time, discussions were held whether, to be a credible international body, INQAAHE should have an annual conference rather than a biennial one. With the desire to keep it inclusive, as per the INQAAHE key principle, and at the same time benefit the members in terms of capacity building, the Board decided to combine these two ideas and introduce a 'Members' Only Workshop' (later re-named 'forum') in the alternate years between conferences.

Initially, the decision was to have conferences for a broader stakeholder group and have workshop/forum with practical orientation open only to members. It was also decided that the conference would be in odd-numbered years, and the forum in even-numbered years. Thus, the first biennial Forum was held in Budapest in 2000 at the invitation of the newly elected Board member Andras Rona-Tas of the Hungarian quality agency (HAC).

Ever mindful of its intention to assist incipient agencies, INQAAHE, on several occasions negotiated support for its developing country members through UNESCO, the World Bank and other bodies.

In 2000, INQAAHE Board formally introduced its own Scholarships and Mentoring Fund (later renamed the INQAAHE Development Fund) by allocating a proportion of the membership fees to this fund.

The Board also invited members to make voluntary donations to the fund. A number of the more affluent members made donations, but others pointed out that their legal basis did not permit this – they could pay only on invoice, not make optional payments.
The fund was used for advising and training activities.

In 2001-2003 María José Lemaitre was elected President and in 2001 the Constitution was amended to specify some of the nuances related to the terms and presidency. INQAAHE's Constitution (1995) specified that elected members should serve for no more than three consecutive terms of office.

However, at that stage of the organizational development, the Constitution did not specify how to count the service periods prior to the Constitution's adoption. With the amendments, clarity with the terms were set and a new Board member - 'the immediate past president' – was added to ensure continuity and sustainability in operations.

By now, a solid tradition of bringing together other QA networks – regional, special interest - under the INQAAHE annual events' umbrella was honed and a practice of holding regional meetings per continent at the INQAAHE annual events was firmly established. Members from each continent were free to meet and discuss matters of common interest. Apart from Europe and North America, who were already working on their regional initiatives on QA, other continents, found the INQAAHE platform and practice useful and beneficial for their own growth.

ii. 2002-2011: Expansion and True Internationalization

Following the INQAAHE model, other QA networks began to emerge, with more regional and subject specific orientation. In 2001, the Asia-Pacific members had become such a big group that they decided to form a regional network during the INQAAHE Conference hosted by NAAC in Bangalore, India. HKCAA and NAAC were asked to give effect to this, and the Asia-Pacific Quality Network (APQN) was founded in Hong Kong in January 2003.

The Latin American initiative, which had not succeeded after the proposal in the 1999 conference, finally developed into the Iberoamerican Network for Quality Assurance of Higher Education (RIACES, from the Spanish initials), in May 2003.

Following its founding in 2003, APQN had some developmental discussions during the INQAAHE workshop in Oman. APQN had designated itself as a subnetwork of INQAAHE, but then worried whether INQAAHE might set requirements on its subnetworks that APQN did not wish to abide by. Therefore, it changed its status to 'associated with INQAAHE'.

In 2003, as the organization evolved, the Network had sufficient resources to engage a member agency to provide the secretariat services and the INQAAHE co-funded the costs with the host.

The Irish agency (HETAC) took on the role for a five-year period (2003-2008). One of its early tasks was to review and revise the website which had been created and maintained for several years single-handedly by Ton Vroeijenstijn. With this move, the secretary position became appointed (CEO or nominee of the secretariat agency) rather than elected.

ii. 2002-2011: Expansion and True Internationalization

In 2004, at the workshop in Oman, one topic was how INQAAHE should respond to the emergence of regional and special interest QA networks. Does the global network still have value when all its members could equally well belong to other networks? Would agencies be willing to pay to belong to two networks? This issue was revisited in 2007, when a policy on how INQAAHE might relate to regional and other networks was agreed by the Board. Other networks responded positively, many signing MoUs with INQAAHE. Since then, INQAAHE convenes regional and special interest QA networks meeting annually and UNESCO's presence at those meetings is frequent.

The meetings are proving to be valuable in sharing ideas on how to operate a network effectively and in drawing on each other's projects to reduce duplication.

Aside from convening the meetings and providing a website for network matters, however, INQAAHE was yet to determine how to best use its unique role as the one network that spans all the others.
In 2003-2007 Richard Lewis was elected President. In 2003, the World Bank turned its attention to quality systems in developing countries, and was persuaded to take a regional approach. Marjorie Peace Lenn was commissioned to do a survey of the Asia-Pacific region. She was able to report not only on the agencies in the region, but also that there was a live regional grouping of EQAs (APQN) which could reasonably be a channel for any funds. The World Bank provided what they called a Development Grant Facility (DGF) to APQN for 3 years (2005-2007).

Each year extended a little, so eventually the grant spread over 4 years.

APQN was in the process of establishing itself as a company (in Victoria, Australia), and until this was complete, the funds were channeled through MPL's Center (CQAIE).

Thus, under the auspices the auspices of the World Bank and with the support of INQAAHE, developmental funds were provided to RIACES for 2006-2008; and to AfriQAN for 2007-2009; and one was foreshadowed for ANQAHE for 2008-2010. After some years of extending this support, region by region, the World Bank realized it was cumbersome to provide grants separately to different regions, so decided in 2006 to coalesce these funds.

The World Bank approached INQAAHE to be a channel for funding for developments in QA networks world-wide. However, it then realized that INQAAHE would have to introduce far more extensive (and expensive) accounting and auditing procedures, so instead asked UNESCO to be the channel and administrator.

This new fund, planned to last another three years (2008-2010), was called GIQAC (Global Initiative for Quality Assurance Capacity-Building). It had a steering committee, which initially included INQAAHE to represent the recipient networks. However, given INQAAHE, as a QA network itself, was also a potential recipient, it was decided to exclude INQAAHE from the committee and provide it an opportunity to also bid for funds. INQAAHE used some of the funds it has received under this scheme to directly support other QA networks.

ii. 2002-2011: Expansion and True Internationalization

Over the period 2008 to 2011, INQAAHE had a welcome addition to its funds, which enabled a greater level of support to and facilities for the Network's members. The GICAC co-funding was provided for 3 years and was significant (INQAAHE annual report 2011 mentions for INQAAHE in GIQAC Y3 a total grant of USD 147,500). In 2011 the co-funded projects were:

- ▶ **Scholarships for QAP program;**

- ▶ **Representation of developing countries at INQAAHE Conference 2011;**

- ▶ **Joint INQAAHE-ENQA Seminar: Internationalization and QA;**

- ▶ **Project for Small States:**
  - Internships; Good Practices Workshop (Tokyo) in cooperation with APQN;
  - Feasibility and impact studies concerning the QA of cross-border HE.

In previous years there was also funding for scholarships and internships, for the GPQA database, Consultants database, Small States Project, Clearinghouse, etc. Supported by annual audits by UNESCO/ World Bank, there was a meeting with all networks that received GIQAC funding at the UNESCO headquarters in Paris. These additional funds promoted further close collaboratoin between the networks to benefit the QA community at large. One good example of collaborative Project was the Database of Consultants and Reviewers jointly prepared by INQAAHE and APQN with GIQAC funding. This was hosted by APQN on its website and used by many QAAs and networks .

At the workshop in the Hague in 2006, one of the participants pointed out that the GGP had been on the books since 2003, but without visible effect.

Since then, INQAAHE has encouraged members to be reviewed against the GGP. Members found to be in alignment with the GGP had this fact recorded on the INQAAHE website. In 2007 the INQAAHE revised the GGP and upon the Board's approval a decision was made not to change it again before 2012. The decision was due to the fact it might take an agency a number of years to work towards GGP alignment, and the agency should have assurance that the goalposts would not be moved along the way.

In 2007-2011 David Woodhouse stepped in as President. In 2006, the website was totally re-built, but the web hosts proved to be inadequately resourced to support the burgeoning Network. In 2008, the Irish agency was replaced by NVAO (Netherlands and Flanders) as the Secretariat and the website was revised again under NVAO.

INQAAHE's first Strategic Plan was developed to cover the quinquennium 2008-2012 and had four (inter-related) dimensions, namely political, theoretical, developmental and informational.

ii. 2002-2011: Expansion and True Internationalization

The Journal – *Quality in Higher Education -* and the INQAAHE GGP were the first building blocks that indicated the professional nature of the Network. A further step in professionalization of the field was to provide formal academic qualifications. Thus, through 2008 and 2009, a team of authors wrote a one-year full-time equivalent graduate course in QA.

This was launched at the ENQA conference in November 2009 and became available as open-source software on the INQAAHE website. Later on, the University of Melbourne started to offer it as a formal qualification by 2010.

In 2009, INQAAHE created a clearinghouse of QA resources, based on over 50 member agencies. Known as QAHEC, this was launched at the Forum in Namibia in 2010. While QAHEC gives access to all the resources of the catalogued agencies, INQAAHE also has a more focused database of identified good practices (GPQA) also introduced in 2010.

The Network, as mentioned above, initially based on the concept of information-sharing, by 2010 was already evolving towards expanding its scope and robust mechanisms to support the expansion started to evolve.

Exchange of information expanded beyond the conventional modes and was facilitated through the online platforms, and the contribution of INQAAHE per se expanded beyond the concept of information-sharing to embrace that of knowledge development and capacity building.

2011-2013 were the years of second Presidency of María José Lemaitre.

i. 2012-2021: Organizational Paradigm Shift

The period of 2012-2021 was marked with pivoting towards more of a corporate organization establishment. Under the presidency of Carol Bobby, from 2013 to 2015, the new board which took office in spring 2013 focused on:

- ► implementing the newly approved strategic plan for 2013-2017;

- ► organizing itself into a new committee structure to better handle the needs of the organization; and

- ► developing action plans for each board committee that were aligned with the new Strategic Plan. Starting 2013, the Board decided that the GGP was due for a major review and revision. A committee was appointed to manage the call for comments and propose revisions, which culminated in a revised version adopted by the GA in 2016.

The new committee structure included the Executive Committee, the Finance Committee, the Membership/Member Services Committee, the Meetings/Events Committee, the Communications and Outreach Committee, and the Recognition Committee.

The strategic priorities approved for
the period 2013 – 2017 were as follows:

▶ To maintain and enhance INQAAHE's
   role as world leader in quality
   assurance;

▶ To develop a global quality assurance
   community;

▶ To advance the body of knowledge in,
   and ensure continued effectiveness of,
   quality assurance;

▶ To advocate and promote the concept
   of quality assurance as the driving force
   for continuous improvement of tertiary
   education;

▶ GIQAC.

i. 2012-2021: Organizational Paradigm Shift

In 2012, the GIQAC program had contributed significantly to the following activities:

▶ Support for network members to attend INQAAHE events, to the Madrid Conference and the Melbourne Forum;

▶ Support for regional networks and professional accreditors -a special seminar at the end of 2011, with the cooperation of ENQA;

▶ QAP - Graduate program for QA professionals -scholarships for six individuals at the University of Melbourne;

▶ Internships for newly established QA bodies for two to four weeks work to get first-hand exposure to the QA practice in established agencies;

▶ Good practices in QA: continuing work - a workshop organized with APQN;

▶ Impact study of cross border QA, presented at the Melbourne Forum.

By its 20th anniversary INQAAHE already enjoyed wide acknowledgement and acceptance in a diversity of contexts, cultures and throughout all the continents as a global umbrella network for QA providers.

Its active participation in QA dialogues became a norm. An example is the Bologna Policy Forum in 2012, where INQAAHE was invited as an active participant. Quality assurance was one of the key aspects discussed there, and there was a strong emphasis on the need to focus QA on the evaluation of learning outcomes. The Bucharest Comuniqué adopted in 2012[2] reiterates the commitment of the ministers of HE with the promotion of "student centred learning, characterized by innovative methods of teaching that involve students as active participants in their own learning". It goes on to say that "higher education should be an open process in which students develop intellectual independence and personal self assuredness alongside disciplinary knowledge and skills". Both elements are clear indications of priorities QA should take into account.
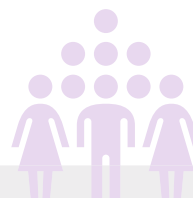
In 2013, INQAAHE already had around 270 members.

There were two incidents of non bona fide agencies applying for INQAAHE membership. To prevent this from happening again, the Secretariat joined Accredibase, an organization devoted to detecting and reporting bogus qualifications and their perpetrators (Unfortunately Accredibase is now discontinued, apparently because of high research costs and continuous threats of expensive legal procedures by accreditation/ degree mills that it reported on.) INQAAHE has always been open to active collaboration with international bodies in higher education. Some bright examples are the INQAAHE liaison with AHELO, the ALFA project (on the impact of EQA) and ICDE.

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[2]*http://www.ehea.info/Upload/document/ministerial_declarations/Bucharest_Communique_2012_610673.pdf*

i. 2012-2021: Organizational Paradigm Shift

In 2013, the Commission of Academic Accreditation (UAE) bid for hosting the Secretariat and won the bid. Due to the changes in the Ministry of Higher Education and Research (UAE), the CAA had to withdraw from hosting. Thus, INQAAHE had to take an emergency action and request NVAO to extend the contract to announce a new bid. As a result, of the new bid, AQU Catalunya became the Secretariat of INQAAHE throughout 2014-2021. The disruption caused by the withdrawal of the CAA, was one of the first signals the organization needed a revamp in its model to ensure sustainability. Thus, a new phase of organizational development began with the Board launching discussions on the need to establish a permanent secretariat.

In 2015, during the Conference in Chicago, INQAAHE Board agreed to take over the rights to maintain the name and legacy plans of Marjorie Peace Lenn's former United States based nonprofit organization. The Center for Quality Assurance in International Education, from the Western Association of Schools and Colleges, a United States regional accrediting agency which had taken on this responsibility following the closure of CQAIE after Marjorie's death.

At the same time, INQAAHE, under the lead of Susanna Karakhanyan, then the Vice-President, worked closely with UNESCO on gathering information for the second round of regional scoping studies on external QA. Later on, the tradition of regional scoping studies under the auspices of UNESCO, was adopted by INQAAHE.

Eventually, INQAAHE, in 2017, in cooperation with UNESCO and all the regional networks on QA launched regular global studies.

The first Global Study on Internal and External Quality Assurance was published by Brill|Sense in 2020 and became the first ever publication covering all the regions in the globe, from both external and internal quality assurance perspective.

Further deliberations on how to make the best and most impactful use of the GGPs evolved. Thus, the Board held discussion on the pros and cons of formalizing its use of the GGP for recognition purposes once the revision process was concluded.

The Board recognized that since the INQAAHE website was already publishing a list of GGP aligned agencies a de facto "recognition" was already occurring.
A long overdue revision of GGP review fees was agreed upon for immediate implementation. It was also agreed that formal training of reviewers and GGP consultants should be developed.

In 2015, Jagannath Patil from NAAC was elected President of INQAAHE, just at the time INQAAHE celebrated its silver jubilee, which he, along with the Board and the Secretariat successfully organized. During the conference and GA held at Chicago, a budget was set aside to start new projects and initiatives of INQAAHE.

Figure 2: *INQAAHE Annual Events and the Global Coverage*
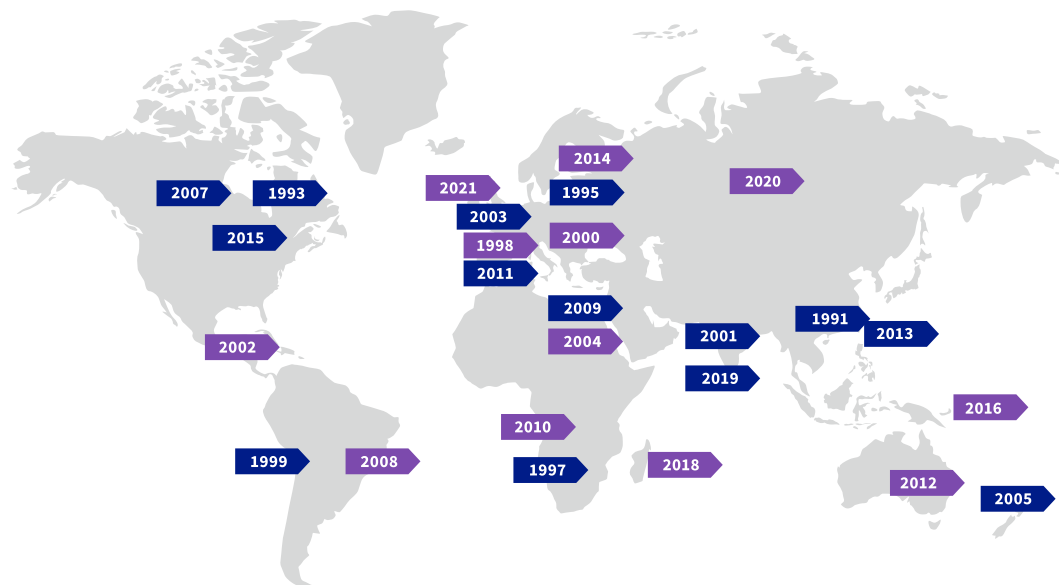
FORUM

Paris 1998
Budapest 2000
Kingston 2002
Muscat 2004
The Hague 2006
Buenos Aires 2008
Windhoek 2010
Melbourne 2012
Tallinn 2014
Nadi 2016
Mauritius 2018
Moscow 2020
Mexico 2022

CONFERENCE

Hong Kong 1991
Montreal 1993
Utrecht 1995
Kruger Park 1997
Santiago 1999
Bangalore 2001
Dublin 2003
Wellington 2005
Toronto 2007
Abu Dhabi 2009
Madrid 2011
Taipei 2013
Chicago 2015
Manama 2017
Colombo 2019
Glasgow 2021

The INQAAHE annual events are guided by the principle of internationalization and global coverage. No event is held in the same region of the globe in two consecutive years. By now, the INQAAHE events have covered the globe at least twice.

The INQAAHE Conference has been held every two years since 1991, and the Members' Forum every two years since 1998.

The presence of one of these events in a region has demonstrably been a catalyst for QA initiatives in the respective regions.

INQAAHE has actively facilitated this by setting aside session times and venues and encouraged participants in the Conference/Forum from the same region to gather to discuss matters of common interest.

Culture and context, learning and appreciating the diversity of cultures is one of the building blocks of the INQAAHE DNA. Moving globally, we open up ample of opportunities to learn from and contribute to the diversity of cultures, contexts and education and QA systems.

i. 2012-2021: Organizational Paradigm Shift

During the conference at Fiji Islands in May 2016, Silver Jubilee celebrations of INQAAHE were held. A video documentary to mark Silver Jubilee celebrations was released under presidency of Jagannath Patil with felicitation of past presidents. In the same conference GA approved in principle a proposal by outgoing president Jagannath Patil to explore setting up Global Quality Assurance Register (GQAR). Subsequently a working group of Board Directors led by Jagannath Patil conducted a detailed study/survey and presented it to INQAAHE GA held at Mauritius during 2018 about possibilities of GQAR. However, to be a success, the global register required a more profound understanding of the mechanisms that would promote it and instil trust, thus, different solutions were explored based on the study.

In 2016, May, at a Conference in Fiji, INQAAHE faced another major disruption with the President stepping down after one year of service due to personal circumstances. This further emphasized the need to make the organization sustainable in its operations so that INQAAHE could remain viable and continue to sustainably provide benefit to its members. Thus, the gavel of Presidency was passed to Susanna Karakhanyan, then Vice-President of INQAAHE. In 2016, September, a new election for the Presidency was announced and Susanna Karakhanyan was elected President for the remaining term 2016-2018.

Thus, INQAAHE's sustainability became the top priority on Susanna's and the Board's agenda, which was also the key focus throughout her second term as President (2018-2021).

In 2018, with the adoption of a staggered approach to the Board formation, the approach to President election was also revised.

Starting 2018, the President was no longer to be elected by the General Assembly, delegating this power to the Board, thus making Susanna Karakhanyan the last President elected by the General Assembly.

Throughout this period, the membership of INQAAHE grew to around

350
members

i. 2012-2021: Organizational Paradigm Shift

The period was prominent with the following major developments that shaped and honed the organizational culture of INQAAHE as it entered its new phase of evolution with an aspiration to strengthen its potentials for a sustainable and agile organization that contributes to its members:

> Launch of the first round of the global study on internal and external quality assurance that covers all the regions in the globe. By joining efforts with UNESCO and other regional quality assurance networks, INQAAHE lead the first Global Study on Quality Assurance in Higher Education published by Brill|Sense in 2020. This was the first ever study on quality assurance in higher education that covered both external and internal

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quality assurance and all the regions in the globe – Africa, the Arab States, Asia-Pacific, Eastern Europe, Latin America and the Caribbean, Northern America and Western Europe. Overall, 25 QA professionals contributed to the publication and Prof. Bjorn Stensaker, from NIFU (Norway) was invited to co-write and co-edit the book with Susanna Karakhanyan.

> Revision of the INQAAHE funding model to underpin diversification of revenue channels. At this stage INQAAHE started to demonstrate more engagement with governments to support their system enhancement through consultancy services.

> Establishment of an INQAAHE Funding Scheme through which INQAAHE would give back to the QA community by allocation of annual funds for research and development. Since its launch in 2016 around 27 grants have been allocated to the INQAAHE members to build on capacity in a diversity of aspects.

> Revised approach to organizational management

> > 5 year strategic and operational planning have become a norm and are supported by regular and annual reporting.

5 years

> > Annual financial reporting and financial audits every three years.

3 years

> Introduction of a Chief Executive Position and delegation of authorities between the General Assembly, the Board, the CEO and the Secretariat. In 2019, after a very lengthy selection procedure, INQAAHE welcomed its first CEO, Crystal Calarusse. However, due to the life-long learning plans she stepped down in a little bit more than a year. Martí Casadesús Fa stepped in as Acting CEO in 2020.

> Identification of the most feasible venue and establishment of a permanent INQAAHE International Headquarters in Barcelona, Spain. After a bid of four strong candidates, in 2021, the INQAAHE International Headquarters were established and the organizational became legally incorporated in Spain.

2021

i. 2012-2021: Organizational Paradigm Shift

> Development and adoption of the first organizational chart, with specific mandates for each of the organizational unit; development of job descriptions for each of the position.
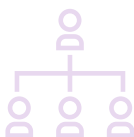
> The Constitution was revised in two phases to accommodate this major transformation. First under the lead of Vice-President Pauline Tang (2016-2018) and second phase under the lead of Susanna - to reflect the newly shaping organization – introduction of a staggered approach to the Board formation, election of the President by the Board, the permanent Secretariat, and the new position of the Chief Executive Officer.

> A revised approach to running the GGP procedure introduced new functions to the Secretariat to enable agile and smooth management of the GGP procedures. Two procedure coordinators were outsourced to run the procedures.

> A major revamp of the GGP into International Standards of Quality Assurance in Higher Education to embrace the exponentially diversifying HE system and respond to a long due need to come up with international standards for quality assurance on higher education.

> Joining the efforts of all the regional networks – 15 networks by now - in pursuance of enhanced benefits for quality assurance and higher education community at large.

> Active engagement with international organizations – UNESCO, CoL, OECD – to support diversity of governments in their evaluation, revision and redesign of external quality assurance systems.

> Pro-active presence of INQAAHE in major events globally – whether organization of a region-wide conference to address region-specific matters, e.g. 2018 Conference in Chile organized jointly with CINDA, regional stakeholder consultations organized jointly with UNESCO (2017-2018), or contributions to diversity of QA dialogues organized by UNESCO, EQAF, CHEA, to name but a few.
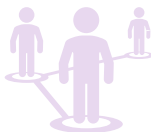
> The approach to delivery of the INQAAHE Quality Assurance Program was revised. Now the program is offered at graduate level in two languages and is in translation into a third language (Arabic). It is offered in English at the University of Melbourne and in Spanish at the Open University of Catalunya. Through its Funding Scheme, INQAAHE offers scholarships for the programs to its members from low income countries.

> Last, but not least, as a response to the global pandemic, INQAAHE, in immediate response to the global lock down released guidelines on pandemic management to support its members in the challenging times.

IV.
The History of INQAAHE Guidelines of Good Practice and its Impact

The practice of external quality assurance is a very responsible task. Major consequences rest on the judgments of EQA agencies and their staff. Institutions can lose much money, can lose students, and can even be closed down on the basis of EQA actions and decisions. Responsible behaviour by EQA agencies therefore demands that they have the relevant knowledge, expertise and commitment to carry out their QA work appropriately. In other words, they must be professionals and behave professionally. To quote the Australian Professional Standards[3]:

The word 'profession' means different things to different people. But at its core, it's meant to be an indicator of trust and expertise. It's now generally understood that simply deriving an income from a particular task might make you an 'expert' or 'good at your job' – but if you're a 'professional', this has a broader meaning.

When INQAAHE began in 1991, there was little experience world-wide of the practice of EQA, and most practitioners moved into the field as amateurs from other area of experience or expertise. As the association of EQA agencies, INQAAHE began to emphasise the need for QA to be a profession for its decisions to be sound, and hence gain the confidence of its stakeholders and the wider public.

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[3]*Professional Standards Councils, Australia, 2015*

To aid in this professionalization, INQAAHE has, inter alia, sponsored a learned journal, Quality in Higher Education, written a post-graduate training program (QAP), and developed a Code of Good Practice (CGP), among the rest.

One of the most important achievements of INQAAHE: the Guidelines of Good Practice - a pioneering and leading role of INQAAHE on the good practice in quality assurance based on which other guidelines, standards and criteria for higher education quality assurance started to emerge. The GGPs originated in 2003 as a result of long discourses and deliberations on their purpose, role and expectations.

Prior to the INQAAHE GGPs, which were intended as umbrella guidelines for best practice in QA globally, there were countries such as the United States that had guidelines and mandates for demonstration of good practices for years before. Moving from a country-specific experience, INQAAHE pioneered a practice on setting quality hallmarks, the idea of such a quality label started to play a role in the discussions at system levels internationally and regionally. Professional QA agencies, accrediting bodies, like ABET, and others, in the United States had their own code of good practice.

IV.
The History of INQAAHE Guidelines of Good Practice and its Impact

The problem was the international recognition of each other "good practice", as was demonstrated in 1997 by the National Committee on Foreign Medical Education of the United States, who did not recognise Western-European medical programs, because it did not recognise the QA-agencies. It became apparent, that there was a need to establish umbrella standards to steer trust and mutual recognition. Thus, the need prompted discussions at the INQAAHE platform and in 1999, at the 5th INQAAHE conference in Chile, Ton Vroeijenstijn, then Secretary of INQAAHE delivered a paper with the title "Towards a hallmark for QA-agencies". The contribution caused some scepticism about the possibility and desirability of such a quality label, but ultimately it led to the Guidelines of Good Practices and a number of agencies have been subject to assessment according the GGP.

The discussion had a follow up at the first INQAAHE forum in Budapest (2000) where the Board decided to install the working group on Quality hallmark for QA-agencies. The working group would look at the possibility to develop a quality hall mark for QA-agencies. Ton Vroeijenstijn was appointed Chair of the working group. The first document for discussion dated from June 2000 and contained in fact, already all the basic criteria for a reliable agency.

From its inception, INQAAHE has been inclusive, with membership open to any bona fide EQA agency, no matter how good or otherwise. A few members expressed concern that specifying the GGP would be elitist and exclusionary, but the great majority of members recognised that the Guidelines would rather set goals to which all member agencies could aspire.

A first discussion of the document took place at the 2nd forum in Jamaica, in 2002 and Dirk van Damme further elaborated on the concept, but was roundly condemned, primarily in Europe. Ironically, only a few years later, the European quality constituency introduced the European QA Register.

At the 7th INQAAHE conference in Dublin in 2003 the document *"Principles of Good Practice"* was first presented. It was clear that the proposal called for a lively debate around the following: How would it end, if one started to formulate a code of good practice? Would it not end with setting criteria a QA agency should meet? Did the working group sufficiently take into account the existing national differences? As expected, especially the criterion for a reliable QA agency called for lively discussions.

Some of the members considered the criteria as too generally formulated, others considered the criteria as going too much into the smallest details. In particular, two criteria caused a lot of discussion: The independence of the QA-agency and the public documentation. How to define independence? How to check it? And public documentation, what does it mean, especially when one is talking about the outcomes of the QA assessment? Europe had already a tradition making the outcomes of the external assessment public, while the United States only made public the "Yes" of the accreditation decision. So, what is meant with public documents? Although the members had some concerns, the General Assembly endorsed the PGP as a working paper and commended it to the INQAAHE members for consideration and use, thus marking 2003 as the birth year of the *INQAAHE Principles of Good Practice*, which later on was renamed into Guidelines.

IV.
The History of INQAAHE Guidelines of Good Practice and its Impact

Following the Dublin conference, some pilot projects were initiated to test the applicability and workability of the PGP. Based on the accumulated knowledge and practice, the PGP were revised in 2006 and instead of Principles of Good Practice, the document was called Guidelines of Good Practice[4]. At the 2006 Forum, it was agreed that further incentives should be introduced to encourage agencies to adhere to the GGPs. To this end, INQAAHE introduced a service of recognizing that an agency is 'substantially in alignment with' the GGP, and then recording this fact on the INQAAHE website. This alignment must be checked and vouched for by an external body (either INQAAHE itself or an appropriate independent third party).

Further, the International Association of University Presidents (the IAUP) was occupied with the topic and with INQAAHE's representation (David Woodhouse, then President and Ton Vroeijenstijn, the Secretary) the IAUP launched a discussion on the possibility of a World Quality Register of reliable QA agencies. During the 2nd INQAAHE forum Montego Bay (2002) a delegation of the IAUPA presented its ideas. The feeling from the side of INQAAHE was that many supported or at least did not object to the idea of promoting the professional quality and the idea of a sort of quality label for QA agencies. However, the idea of a world quality register was not supported then. Nevertheless, the IAUPA supported an INQAAHE project to collect more information about QA-agencies worldwide and to publish the inventory[5].

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[4]INQAAHE, Guidelines of Good Practice in Quality Assurance (2006; revised in 2007); http://www.inqaahe.org/
[5]Ton Vroeijenstijn (editor), Data Base Quality assurance agencies, published by Higher Education and Training Awards Council, Dublin 2003.

In the meantime, in Europe, ENQA started also the discussion about a reliable QA agency and organized a workshop with the motto: "taking our medicine". As member of the ENQA steering group, Ton Vroeijenstijn participated in the discussions and could communicate the best practice in INQAAHE. In 2000 ENQA was established and in 2001, it was invited to the European ministers of education meeting in Prague to collaborate in establishing a common framework of reference for quality assurance that would directly work towards the establishment of the European quality assurance framework by 2010. ENQA started to discuss a code of good practice, taking into account what already had been discussed and developed in the framework of INQAAHE.

In 2003, the Netherlands Accreditation Organisation (NAO) took the initiative to investigate developments in accreditation in Western Europe with the aim of seeing whether cooperation was possible. Therefore, the European Consortium for Accreditation in Higher Education (ECA) was launched. The initiative was based on the report Similarities and Differences[6]. Thirteen accreditation organisations from eight Western European countries participated. ECA too developed a Code of Good Practice, based on the Guidelines of Good Practice of the INQAAHE[7].

[6]Vroeijenstijn, A.I. Similarities and differences in Accreditation, Looking for a common framework, The Netherlands Accreditation Organization (NA0) June 2003
[7]ECA, Code of Good Practice for the Members of the European Consortium for Accreditation in Higher Education (ECA), 2004. www.ecaconsortium.net

IV.
The History of INQAAHE Guidelines of Good Practice and its Impact

INQAAHE's PGP indeed inspired the ECA Code of Good Practice (2004) and both inspired the ESG (2005). Guy Aelterman (then Vice-Chair of NVAO) made a comparison at INQAAHE's the Hague Workshop in 2006 between the INQAAHE PGP, ECA Code and ESG. Unsurprisingly there were many more similarities than differences, underlining the common origin. This comparison was later on used to make the argument that a positive ESG review could also be taken as evidence for GGP alignment.

As mentioned earlier, the IUAP started in 2002 a discussion about a World Quality Register, but without success. Dirk Van Damme made a plea for a world register of QA agencies and Guy Haug for a European register.

This influenced the European Commission in advocating a European register - in line with their desire for cross-border QA in which HEIs could choose freely other QA agencies than their national ones, as long as they are ESG reviewed and registered. The Commission also took its inspiration from the German and Dutch QA systems, where the national accreditation agency held a register of agencies, including foreign ones, from which HEIs could choose to carry out the procedure. As ENQA did not want to set up the register on its own, the E4[8] Group founding members created EQAR as an independent register.

[8]E4 - European Association for Quality Assurance in Higher Education (ENQA), European Students Union (ESU), European University Association (EUA) and European Association of Institutions in Higher Education (EURASHE)

Thus, the European Quality Assurance Register in Higher Education (EQAR) was established in 2008 and since lists the quality assurance agencies that substantially comply with the European Standards and Guidelines for Quality Assurance. The Register, which is operational since summer 2008, is governed and co-funded by a non-profit association of stakeholders, social partners and Bologna signatory countries. Admission decisions are made by an independent Register Committee.

At the end of 2010, the Register included 24 quality assurance agencies and 50 QA bodies as of September 2021.

Started with a sceptically received paper in Santiago de Chile, the idea of a quality hallmark developed itself into Guidelines of Good Practice. The GGPs influenced the discussions in the IUAP, UNESCO, ENQA, ECA, APQN, RIACES, CANQATE and many more.

The GGPs were thoroughly revised in 2007, 2012 and 2016 to maintain its relevance. The 2016 edition made emphasis on enhancement and concentration on transnational education and its quality assurance.

Given the paradigm change in higher learning as well as exponential diversification of higher education and expansion beyond traditional providers, INQAAHE has undertaken a revamp of the GGPs into the *International Standards and Guidelines of Quality Assurance in Higher Education* in 2021. The new standards are based on an innovative and agile modular model, which embraces diversity and provides solutions to many of the challenges QA systems are facing nowadays.

V.
INQAAHE's Key Achievements in the Context of Global QA
i. Regional Networks

When INQAAHE was established, it was the only international network of quality assurance agencies. Now its whole constituency is covered by other networks – in the case of some regions more than one network – each of them - global network, regional and special interest ones – contributing to the HE quality assurance from their own perspectives thus complementing and supplementing each other.

INQAAHE's role in the establishment of the regional networks of quality assurance providers is pivotal, whether by setting a good practice or through a direct engagement in the establishment.

Through its annual events and deliberate engagement with and contribution to each region such networks as APQN, CANQATE, RIACES, ANQAHE, CEENQA and others were established.

After discussing the scope of partnerships with emerging regional/special interest networks for a number of years, in 2007, INQAAHE produced a position paper on working together with other networks, entitled 'Working Together'. This outlined some thoughts about what can best be done at the two levels (global, local) and states INQAAHE's willingness to work with each other network as they jointly see fit.

The statement affirmed the value of both regional and global networks, and therefore posited that they should collaborate. Different regional networks had different attitudes to INQAAHE. Some were happy to describe themselves as a 'subnetwork of INQAAHE' (e.g. CEENQA), others preferred to be 'in association with INQAAHE' (e.g. CANQATE), while yet others found no need for any formal relationship to INQAAHE (e.g. ENQA).

Therefore, the statement proposed that networks might sign an MoU with INQAAHE setting out how they particularly want to interact with INQAAHE. The statement was sent to as many networks as we knew of, and most signed MoUs with INQAAHE. In 2015, by the decision of the Board, the regional and special interest networks were recognized as INQAAHE strategic partners, thus MoUs were signed that set out the scope of cooperation between the organizations.

Despite its formal legal status, INQAAHE is still a voluntary, self-declared association of organisations, with no external mandate from any other body, such as the United Nations, which gives it a special standing when it comes to independence. In contrast, some of the regional networks have a mandate from, or at least a close association with, another regional body (e.g. ENQA – the European Union; RIACES – Mercosur; CANQATE – CARICOM; ANQAHE – the Association of Arab Universities; AfriQAN – the Association of African Universities). INQAAHE's mandate comes from its members; and its international relations come from the status it has gained over the years through assisting and representing its members.

i. Regional Networks

INQAAHE annually convenes regional/special interest networks meetings through its global enhancement platform thus opening opportunities for wider and more meaningful cooperation between the organizations.
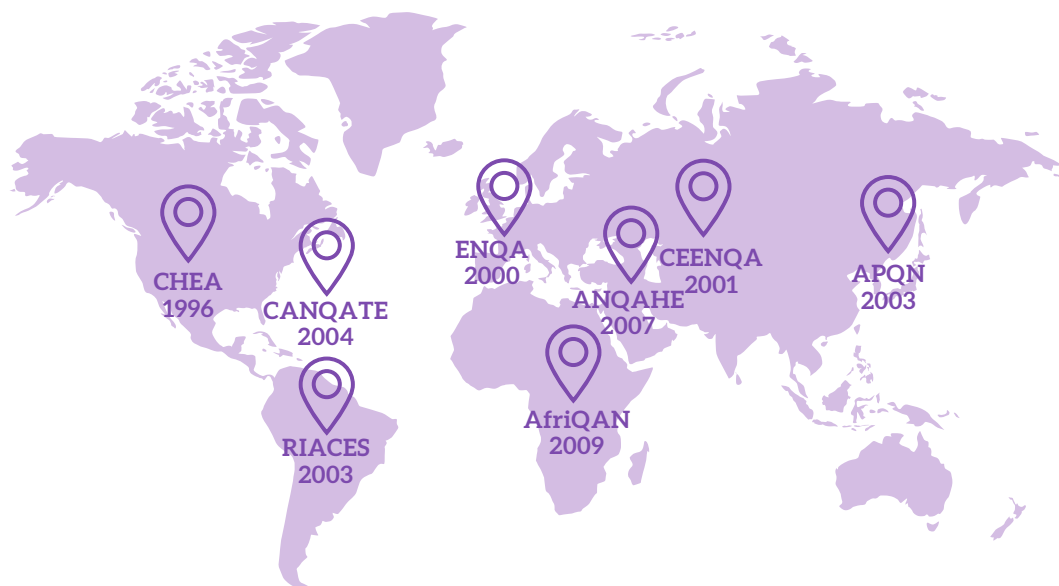
CHEA
1996

CANQATE
2004

RIACES
2003

ENQA
2000

ANQAHE
2007

CEENQA
2001

AfriQAN
2009

APQN
2003

Figure 2: Emergence of QA Networks (international, regional, special interest, subject specific/professional)

ii. Diffusion of Good Practice in QA Globally

Throughout its existence a diversity of initiatives were undertaken to ensure the good practice in QA globally is accumulated, stored and diffused for learning and enhancement purposes. Thus, the following mark the major ones INQAAHE has undertaken so far:

► **Database of Good Practice:** INQAAHE introduced a data base of good practices in QA (GPQA). This is a listing, on the website, of QA practices that INQAAHE member agencies have found to be useful and valuable. There was some criticism of this initiative for a couple of reasons. One was that a 'good practice' is not necessarily universally good. INQAAHE was aware of this fact and the GPQA clearly states only that at least one agency has found the practice to be good.

The GPQA also gives a contact at the proposing agency so any other interested agency can discuss it in more detail. INQAAHE did not want to publicise a practice just because one agency claims it is good, so appointed a committee to vet the proposals. This was the second point of criticism, as some agencies felt that no external person should judge whether their practice was good. To deflect this criticism, INQAAHE stressed the need for a proposing agency itself to provide independent evidence that the practice was good and useful. Then the vetting committee simply assesses this evidence. Practices are accepted, and published, in any of the six UNESCO languages (with a title and brief summary in English).

ii. Diffusion of Good Practice in QA Globally Networks

▶ **Online Query Service:** INQAAHE introduced the online Query Service. This is designed to allow experienced QA folk to provide advice on any issues, specifically small details. Queries submitted are sent to a group of about 15 volunteer 'experts'. This service has been little used, but INQAAHE has repeatedly decided to maintain it as it costs nothing to maintain.

▶ **Clearinghouse:** INQAAHE introduced the QA Clearinghouse. The concept was the same as the ERIC clearinghouse in education – i.e. it facilitates people accessing all the catalogued information about a particular topic. For ERIC, the topic is education; for the INQAAHE Clearinghouse, the topic is QA, accessed via the information available about EQAs.

The Clearinghouse was designed by an Australian colleague, and then INQAAHE engaged a person from CONEAU (Argentina) (Claudia Bogosian) and the Secretariat administrator (Esther van den Heuvel) to catalogue information about 40 agencies. It proved to be a heavy load to maintain the currency of this clearinghouse, and it was overtaken by more powerful global search mechanisms, such as Google. INQAAHE eventually discontinued it.

▶ **Quality Assurance Program:** The QAP (QA Program), written by a world-wide consortium of authors, is a one-year post-graduate curriculum covering the theory and practice of internal and external QA in HE. Creation of this program was (and is) part of INQAAHE's emphasis on the need for workers in QA to be professionals in the field. Honoraria for the authors were paid from the GIQAC funds.

QAP is open-source software on the INQAAHE website to be used by anyone, but INQAAHE wanted a small number of universities to offer all (or almost all) the program for credit. Currently, the program is offered at post-graduate levels by two HEIs institutions: University of Melbourne delivers the program in English and the Open University of Catalunya delivers the program in Spanish. The QAP is in translation into Arabic and plans are made to also translate it into Chinese and Russian to ensure wider outreach.

▶ **Funding Scheme:** in 2016 INQAAHE launched its Funding Scheme initiative, through which it annually allocates funds for research and capacity building, aimed to benefit the members in their aspirations for contributing to the body of knowledge in quality assurance and supporting capacity building of higher education QA systems.

▶ **Global Study:** INQAAHE launched the first global study in **2017** and this is planned to become a periodic study aiming to cover developments on external and internal quality assurance globally on a quinquennial basis. This initiative is one of the manifestations of efforts INQAAHE invest to join the regional networks in benefiting the global QA community in higher education through contribution to the body of knowledge.

▶ **Marjorie Peace Lenn Center:** one of the legacies INQAAHE is proud about is hosting the Marjorie Peace Lenn Center. Within the frames of the center diversity of capacity building opportunities are established for the members' benefits.

VI.
The INQAAHE Branding and Logo

The INQAAHE initial logo was designed in 1993 by Jacques L'Écuyer, the first President of INQAAHE and represented the mission it was established for, which then was to bridge the systems globally through exchange information at a global level. It was used at the conference in Montreal.

In 2008 with the move of the Secretariat to NVAO, the logo of the organization was revised to express the expansion of the organization, its renewed role and the location – the Netherlands – the orange colour stands to represent the host.

The logo was revised in 2012 to reflect the evolution the INQAAHE has gone through moving beyond information sharing capacity to also embrace capacity building and research functions.

In 2021 to celebrate the evolution of INQAAHE throughout the last 30 years, the INQAAHE Board proudly announced the launch of the INQAAHE new branding as part of the ongoing efforts to acknowledge the achievements and set future aspirations.

The revised logo and colours were intentionally designed to more clearly and vividly reflect the essence and nature of the organization. Honoured with the rich history of achievements, the core elements of the logo were retained – the globe and the bridging links among diversity of regions.

The simplicity and elegance of the new logo crystalizes the acronym "INQAAHE", the global outreach of the organizational mission and the catalyst role INQAAHE plays globally.

Each of the three colours symbolize a significant element of its mission: blue for education, purple for quality and silver for the dynamic future guided by high tech revolution. Symbolically, the "Q" represents the globe and its design denotes the noble mission of bridging diversity of quality cultures and the ongoing dynamism.

VII.
30th Anniversary Wishes and Thoughts from Presidents

Jacques l'Écuyer

For me QA is whatever can be done to improve and maintain the best higher education, taking into account the context and the resources of the country where it is offered.

I am grateful to INQAAHE for the years I spent as its First President, which have left me with lasting memories. May I offer to INQAAHE my best wishes of success and hope that it will continue to be an association of collaboration and exchange as it has so remarkably done for the past 30 years.

David Woodhouse

INQAAHE has grown and developed from a group of individuals with mutual interests and concerns, to a professional body with its code of conduct and services to members. It has led changes and facilitated changes, and met the challenges constantly thrown up by the varying higher education and political landscapes.

Richard Lewis

Distinguished Service to INQAAHE Board of Directors: Treasurer, President, Director. Deeply involved with INQAAHE since its establishment in 1991, his work as President from 2003 to 2007 affirmed the global status of the organization. Richard Lewis passed away in 2018.

María José Lemaitre

INQAAHE provided me with one of the richest professional experiences in my life. There I met the people who gave QA its foundations and generously shared their knowledge and experience. It made me part of an international community with similar goals, which allowed me to learn from my own and their successes and failures. I met different cultures and approaches, and I hope that made me more open to innovation and change. And last, but not least, through INQAAHE I met wonderful people and made some close friends - a precious gift!

Carol Bobby

For 3 decades, INQAAHE has been at the forefront of addressing equity issues in higher education through the development and improvement of quality assurance processes around the world. As a global network of QA professionals, INQAAHE was founded on the premise that all countries and regions must be able to provide quality educational programs to their citizens if they are to thrive and grow in our increasingly global and economically interdependent world.

Jagannath Patil

For me INQAAHE has been a dream that would engage with evolving aspirations beyond borders. I believe that Equilibrium of 'Quality with Equality' and 'Equity with Excellence', can exploit enormous potential of INQAAHE as the voice of global higher education quality assurance fraternity.

Susanna Karakhanyan

INQAAHE is probably one of the few successful practices of a global organization that truly lives by the values of independence, transparency, cultural diversity, member-centrism, and, of course, professionalism. We practice what we preach and we preach what we practice. As simple as it is.

INQAAHE is the best school of diplomacy one can ever dream to be through. One of the key lessons learnt is you either 'swim' or 'sink'. It hones the skills and competencies crucial in an ever-changing and difficult to predict environment, while putting at forefront importance of cultural peculiarities and sensitives of dealing with and learning from diverse groups.

VII.
30th Anniversary Wishes and Thoughts from Members

Kyrgyz Republic, EdNet Agency on quality assurance in education (EdNet)

Congratulations to the International Network of Quality Assurance Agencies in Higher Education (INQAAHE) for 30 years of entire success and significant service to the global education community in enhancing quality assurance!
We are honored to celebrate this remarkable anniversary and immensely believe that ENQAAHE can continue to be one of the world's great destinations for international QA community in spreading quality culture and contributing to tertiary education systems worldwide. You have transformed this community in many ways and enriched it professionally through your dedication and commitment to educating and promoting quality assurance.
We would like to thank staff and all stakeholders of INQAAHE who have worked so hard to make this 30th anniversary and outstanding success. We wish you firm reaches to new heights in the coming days. Here's to the next 30 and beyond!

Taiwan, Higher Education Evaluation & Accreditation Council of Taiwan (HEEACT)

Congratulations from HEEACT for your wonderful journey of 30 years in quality assurance!
We hope INQAAHE holds the 30th anniversary celebratory event successfully in the coming days and wish you all the best for the future.

Saudi Arabia, King Abdulaziz University (KAU)

King Abdulaziz University (KAU) believes that INQAAHE has allowed the creation of a community specialized in assuring educational quality through promoting the exchange of experiences, knowledge, and good practices between experts in the field. Being an associate member, KAU is exhilarated to congratulate the International Network for Quality Assurance Agencies in Higher Education (INQAAHE) on its 30th anniversary. May the journey of the network success continue in the coming years, and we wish INQAAHE a happy anniversary!

INQAAHE 2021

HKCAAVQ (Hong Kong Council for Accreditation of Academic and Vocational Qualifications, formerly known as HKCAA)

Congratulations on the 30th anniversary of INQAAHE!

HKCAAVQ (Hong Kong Council for Accreditation of Academic and Vocational Qualifications, formerly known as HKCAA), established in 1990, is honoured to be a Founding Member of INQAAHE since its inception.

Over the years, INQAAHE has played an indispensable role in contributing to a high level of international cooperation in sharing of experiences and promoting good practices in assuring quality education in particular transnational education.

Our special appreciations go to the president of INQAAHE, Susanna Karakhanyan, and to the members of the Network's General Assembly, for the great efforts in maintaining close dialogue and supporting deep collaborations among the member agencies and other stakeholders in an extraordinary period of the pandemic and the post-pandemic era.

We wish the Network every success in the years to come

Kazakhstan, Independent Kazakhstan Center of Accreditation (IKCA)

Dear INQAAHE,
Independent Kazakhstani Center of Accreditation (IKCA) congratulates You with Your
30th Anniversary!!!
In 30 years of existence INQAAHE has done tremendous achievements in this journey
of success. IKCA is very pleased to be part of this journey as well. We cherished the day
when we were appointed to become a member of INQAAHE.
Your dedication and hard work are an inspiration to us all.
Our organization shares same goals and values with INQAAHE.
We wish to enhance our mutual cooperation and build better environment in higher
education.

Best Regards,
Begaly Khalmuratov
Director IKCA

Japan, National Institution for Academic Degrees and Quality Enhancement of Higher Education (NIAD-QE)

Congratulations on the 30th anniversary of INQAAHE!
We strongly believe that its remarkable experiences, studies and efforts have
enhanced quality assurance in higher education and interconnected various
stakeholders around the world.
We would like to continue to be part of this wonderful network so that we can
exchange and expand our experiences with other members.

Jamaica, The University Council of Jamaica (UCJ)

Congratulations on Achieving a Milestone
Heartiest congratulations to INQAAHE on attaining 30 years of stellar service to the higher education sector.
You have been in the forefront advocating for robust quality assurance in higher education, driven by established standards, effective monitoring and quality enhancement recommendations thereby fulfilling your mandate.
The UCJ salutes you for the tremendous work you continue to do in promoting and advancing excellence in higher education and is proud to be associated with this noble organization .
Best wishes for a successful conference and continued global service excellence.
From:
The Council, Management & Staff
The University Council of Jamaica (UCJ).

Taiwan Assessment and Evaluation Association (TWAEA)

Taiwan Assessment and Evaluation Association (TWAEA) would like to take the opportunity to congratulate and convey the best wishes on the occasion of the 30th anniversary of INQAAHE. Through the global higher education quality assurance network facilitated by INQAAHE, we successfully exchange experiences and create new horizons for further growth and development. With the valuable collaboration and support enabled by INQAHEE in the past and coming years, we believe that together we can raise a strong voice in pursuit of higher education quality and excellence.

Kuwait, National Bureau for Academic Accreditation and Education Quality Assurance (NBAQ)

Dear Sir/Madam,

As a full member of the INQAAHE family, we would like to send our congratulations on the 30 years anniversary, and on behalf of NBAQ in Kuwait, we would like to extend our gratitude for the beneficial and informative initiatives INQAAHE has participated within the success of our organisation. It has been a remarkable experience and we hope this success shall proceed for a longer period, knowing that INQAAHE has our full support.

Our contribution with INQAAHE surely furthered our gaps on many levels and especially on the quality assurance in the academic field.

We wish INQAAHE more success on various levels throughout this year and each year ahead hoping to always be part of this welcoming and diverse community.

Regards,

Tareq A. Al-Mohanna
Department of Quality Assurance

Mongolia, Mongolian National Council for Education Accreditation (MNCA)

This year marks the 30th anniversary of the Higher Education Quality Assurance Agency (INQAAHE). Founded in 1991, the National Council for Education Accreditation became a full member in 1999. We regularly cooperate with the Quality Network of Higher Education Quality Assurance Agencies (INQAAHE) and last year organized an e-learning course on "Higher Education Institutional Research Quality Assurance" with 500 participants. Happy 30th anniversary to INQAAHE, the Quality Network of Higher Education Quality Assurance Agencies!

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Энэ онд Дээд боловсролын чанарын баталгаажуулалтын агентлагуудын чанарын сүлжээ байгууллага /INQAAHE/-ын 30 жилийн ойн баяр тохиож байна. 1991 онд байгуулагдсан тус чанарын сүлжээ байгууллагад Боловсролын Магадлан Итгэмжлэх Үндэсний Зөвлөл нь 1999 онд жинхэнэ гишүүнээр элсэж орсон билээ. Бид Дээд боловсролын чанарын баталгаажуулалтын агентлагуудын чанарын сүлжээ байгууллага /INQAAHE/-тай тогтмол хамтран ажилладаг ба өнгөрсөн онд "Дээд боловсролын байгууллагын эрдэм шинжилгээ, судалгааны чанарын баталгаажуулалт" цахим сургалтыг 500 оролцогчтой зохион байгуулсан билээ. Дээд боловсролын чанарын баталгаажуулалтын агентлагуудын чанарын сүлжээ байгууллага /INQAAHE/-д 30 жилийн ойн баярын мэндийг хүргэ!

Barcelona, AQU Catalunya

Dear INQAAHE colleagues,

This brief message is to congratulate you on the many successes achieved over the last 30 years!

We are honoured to have worked at the forefront of the network's growth in recent years, particularly as hosts of the Secretariat, and we look forward to further collaboration once INQAAHE has settled into its new headquarters in Barcelona.

Congratulations again, and best wishes to all members!

AQU Catalunya.

Ukraine, National Agency for Higher Education Quality Assurance (NAQA)

Congratulations on the 30th anniversary of INQAAHE!
We value the acquired experience and foundational results of the work of INQAAHE and we are eager to cooperate for the common good in years to come. Overcoming new challenges through joint efforts is of a great importance in such difficult and unprecedent times, and so we greatly appreciate that INQAAHE supports agencies around the world to overcome obstacles and find new solutions.
Best wishes!
NAQA team

Armenian QA Community

From the bottom of our hearts and from the heart of Armenia, we are thrilled to convey our warmest and sincerest wishes on the celebration of the INQAAHE's 30th anniversary. For the last three decades, INQAAHE has been one of the lead and key players in developing and diffusing the culture of quality globally. Of utmost value is the exquisite opportunity to bridge diverse systems globally, which INQAAHE offers to its members and HE community at large – enabling learning from each other and, thus driving the evolution in the field.

On the occasion of celebration of this major achievement, we wish you a lot of success and new endeavors to ensure the fulfillment of your noble mission by taking INQAAHE forward and upward.
~ Armenian QA Community

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Հայաստանի Հանրապետության անունից սրտանց շնորհավորում ենք INQAAHE կազմակերպության գործունեության 30-ամյակը՝ հղելով մեր ամենաջերմ ու բարի մաղթանքները։ Երեք տասնամյակ շարունակ INQAAHE-ն եղել ու շարունակում է մնալ կրթության որակի ապահովման մշակույթը համաշխարհային մակարդակում տարածող ու սփռող կարևոր և առաջատար դերակատարներից։ Իր գործունեությամբ այն եզակի հնարավորություն է ստեղծում կամրջելու տարբեր համակարգեր՝ միավորելով բարձրագույն կրթության համայնքների, որոնք փորձի փոխանակման միջոցով ապահովում են ոլորտի առաջընթացը։

Այս կարևոր իրադարձությանն ընդառաջ մաղթում ենք նորանոր հաջողություններ ու ձեռքբերումներ, որոնք շարունակաբար կնպաստեն Ձեր վեհ առաքելության իրականացմանը՝ բարձրացնելով Ձեր նշաձողը։

~ Որակի ապահովման
հայաստանյան համայնք

Costa Rica, The National System on Higher Education Accreditation (SINAES)

The official accreditation body in Costa Rica, would like to congratulate the International Network of Agencies on Quality Assurance in Higher Education (INQAAHE) on its 30th anniversary.

As an agency, SINAES is proud to meet the quality criteria established by INQAAHE.

On 30 years of hard work and contributions toward improving Costa Rica's quality of education.

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El Sistema Nacional de Acreditación de la Educación Superior (SINAES), Órgano Oficial de Acreditación en Costa Rica, felicita a la Red Internacional de Agencias para la Garantía de la Calidad en la Educación Superior (INQAAHE) por su trigésimo aniversario.
SINAES se enorgullece de ser una agencia que cumple los criterios de calidad establecidos por INQAAHE.
Reiteramos nuestra felicitación a INQAAHE por estos 30 años de aportar al mejoramiento de calidad en la educación superior mundial.

Arab Network for Quality Assurance in Higher Education (ANQAHE)

Happy anniversary to INQAAHE, 30 years of work in quality assurance in higher education, and providing many supports to all quality assurance networks globally. INQAAHE supported the Arab Network for Quality Assurance in Higher Education (ANQAAHE) in its first development steps in 2006 and 2007. At that time, the President of INQAAHE, the late Richard Lewis, provided ANQAHE all the support needed to arise and flourish.

We wish INQAAHE to continue its success and influence in the world of Quality Assurance.

INQAAHE Moments

in pictures

096

INQAAHE Conference, 1991

INQAAHE Board, 2002

INQAAHE Conference Abu Dhabi, 2009

INQAAHE Conference Madrid, 2011

INQAAHE Forum Melbourne, 2012

Workshop, 2013

INQAAHE Conference Taipei, 2013

INQAAHE Forum Fiji, 2016

INQAAHE Forum Fiji, 2016

INQAAHE Forum Fiji, 2016

INQAAHE Conference Bahrain, 2017

INQAAHE Conference Bahrain, 2017

INQAAHE Forum Mauritius, 2018

INQAAHE, Conference Sri Lanka, 2019

INQAAHE Conference Sri Lanka, 2019

INQAAHE, Conference Sri Lanka, 2019

Milestones

1980s-2021

INQAAHE established
in Hong Kong

1991

late
1980s

Exponential demand for a global
platform on QA face the emerging

First Constitution and first election
for the Board and President

1995

1993

Launch of the
INQAAHE biennial
conferences

First issue of the
INQAAHE periodic
newsletter

1997

Secretariat hosted by VSNU,
NL, INQAAHE website launch

INQAAHE
newsletter   INQAAHE

Edition 2, June 2021

President's Address
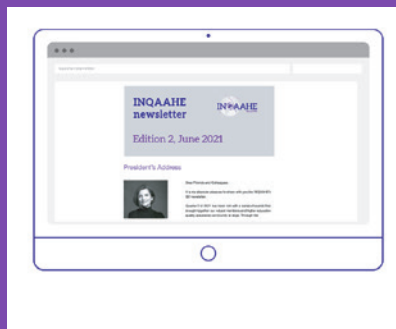
1999 - 2008

First INQAAHE biennial Fora in Bucharest to unleash discourse on QA matters and its professionalization

Launch of INQAAHE's Scholarships and Mentoring Fund

2000

1999

INQAAHE's supports establishment of regional and special interest networks on QA

INQAAHE legally incorporated in New Zealand

INQAAHE enters into close cooperation with UNESCO

INQAAHE's official status
with UNESCO as an NGO

INQAAHE's first GGP review

2005

2003

Secretariat hosted by HETAC, Ireland,
INQAAHE co-funds the Secretariat

7th Conference: adoption of the Guideli-
nes for Good practice of QA Agencies

2008

INQAAHE's launches quinquennial
strategic planning s.

Secretariat hosted by NVAO, NL

2010 - 2017

AQU Catalunya hosts
the Secretariat

2014

2010

INQAAHE introduces a database of
identified good practices (GPQA)

Establishment of the INQAAHE Funding Scheme to promote research and enhancement in QA

New Edition of the INQAAHE GGPs adopted

NEW

2016

2015

INQAAHE takes over the legacy of Marjorie Peace Lenn's Center

INQAAHE recognizes regional and special interest networks as its strategic partners

2017

Launch of the INQAAHE's Global Studies on external and internal QA

2018 - 2021

Introduction of a Chief
Executive Position;
welcoming the first CEO

2019

2018

New membership category - GGP
Recognized Member – added to
acknowledge trustworthy providers

The Constitution is revised to enable a stand-alone and independent functioning of INQAAHE

The INQAAHE International Headquarters in Barcelona marks its first independent secretariat, corporate governance and administration

INQAAHE GGPs transformed into the International Standards for Quality Assurance in Higher Education to embrace the ever-growing diversification.

2021

2020

INQAAHE recognizes regional and special interest networks as its strategic partners

VIII.
Presidents, Secretariats & Secretaries and Boards

Presidents

	Name	Country	Years of Service
1st President	Jacques L'Écuyer	Canada	1995-1997
2nd President	David Woodhouse	Australia	1997-2001 2007-2011
3rd President	María José Lemaitre	Chile	2001-2003 2011-2013
4th President	Richard Lewis	United Kingdom	2003-2007
5th President	Carol Bobby	United States	2013-2015
6th President	Jagannath Patil	India	2015-2016
7th President	Susanna Karakhanyan	Armenia/the United Arab Emirates	2016-2018 2018-2021

Secretariats & Secretaries

Host Agency	Secretary	Country	Years
HKCAA	David Woodhouse	Hong Kong	1991-1997
VSNU	Ton Vroeijenstijn	The Netherlands	1997-2003
HETAC	Séamus Puirséil	Ireland	2003-2008
NVAO	Leendert Klaassen	The Netherlands	2008-2011
NVAO	Guido Langouche	Belgium (Flanders)	2011-2014
AQU Catalunya	Martí Casadesús Fa	Spain	2014-2021

Boards

1991-1997

Name	Organization	Country	Position
David Woodhouse (1995-1997)	Commission for Academic Accreditation	Australia	Secretary
Jacques L'Écuyer (1995-1997)	Independent quality consultant	Canada	President
Richard Lewis (1995-1996)	Independent quality consultant	United Kingdom	Director
Richard Lewis (from 1996)	The British Accreditation Council	United Kingdom	Treasurer

1997-2001

Name	Organization	Country	Position
David Woodhouse	Commision for Academic Accreditation	Australia	President
Ton Vroeijenstijn	Independent quality consultant	The Netherlands	Secretary
Richard Lewis (1999-2003)	The British Accreditation Council	United Kingdom	Treasurer
Bi Jiaju (1997-1999)	Tongji University	China	Director
Johan Brink (1997-1999)	UNISA South Africa (Open University South Africa)	South Africa	Director
Jacques L'Écuyer (1999-2001)	Independent quality consultant	Canada	Director
María José Lemaitre	Centro Interuniversitario de Desarrollo. Consejo Superior de Educación	Chile	Director
Marjorie Peace Lenn	Center for Quality Assurance in International Education	United States	Director
Ethley London (from 1999)	The University Council of Jamaica	Jamaica	Director
John Randall (1999-2001)	Quality Assurance Agency for Higher Education	United Kingdom	Director
Andras Rona-Tas (1999-2001)	Hungarian Accreditaion Committee	Hungary	Director
Christian Thune (1997-1999)	Danmarks Evalueringsinstitut	Denmark	Director
Wong Wai Sum (from 1999)	Hong Kong Council for Academic Accreditation	Hong Kong	Director

Boards

2001-2003

Name	Organization	Country	Position
María José Lemaitre	Centro Universitario de Desarrollo	Chile	President
Ton Vroeijenstijn	Independent quality consultant	The Netherlands	Secretary
Richard Lewis	Independent quality consultant	United Kingdom	Treasurer
Arumugam Gnanam (2002-2003)	National Assessment and Accredittaion Council	India	Director
Marjorie Peace Lenn	Center for Quality Assurance in International Education	United States	Director
Ethley London	The University Council of Jamaica	Jamaica	Director
Birute Mockiene (from 2002)	Lithuanian Centre for Quality Assessment in HE	Lithuania	Director
Masateru Ohnami (2002-2003)	Japan University Accredittaion Association	Japan	Director
Juan Carlos Pugliese (2001-2002)	Comisión Nacional de Evaluación y Acreditación Universitaria of Argentina	Argentina	Director
Mala Singh	Higher Education Quality Committee of South Africa	South Africa	Director
Wong Wai Sum	Hong Kong Council forAcademic Accreditation	Hong Kong	Director

2003-2007

Name	Organization	Country	Position
Richard Lewis	The British Accreditation Council/ Independent quality consultant	United Kingdom	President
Séamus Puirséil (until 2008)	Higher Education and Training Award Council	Ireland	Secretary
Don Baker	Ontario's Post-Secondary Education Quality Assessment Board	Canada	Treasurer
Francisco Alarcón (2005)	Comisión Nacional de Evaluación y Acreditación Universitaria of Argentina	Argentina	Director
Nadia Badrawi (2006)	National Authority for Quality Assurance and Accreditation in Education	Egypt	Director
Steven Crow (2003-2008)	North Central Association of Colleges and Schools, The Higher Learning Commission	United States	Director
Tsutomo Kimura (2004-2005)	National Institution for Academic Degrees	Japan	Director
Dorte Kristoffersen	Western Association of Schools and Colleges	United States	Director
María José Lemaitre (2005-2007)	Comisión Nacional de Acreditación de Pregrado	Chile	Director
Marjorie Peace Lenn (from 2005)	Center for Quality Assurance in International Education	United States	Director
Jorge Mora Alfaro (2005-2007)	La Sede Académica de la Facultad Latinoamericana de Ciencias Sociales	Costa Rica	Director
Prem Naidoo (2005-2006)	Higher Education Quality Committee South Africa	South Africa	Director
VS Prasad (from 2005)	National Assessment and Accreditation Council	India	Director
Mala Singh	Higher Education Quality Committee South Africa	South Africa	Director
Tibor Szantos	Hungarian Accreditation Committee	Hungary	Director
Dirk Van Damme (2003-2004)	Flemish Interuniversity Council	Belgium	Director
Wong Wai Sum (until 2005)	Hong Kong Council for Academic Accreditation	Hong Kong	Director
Peter Cheung	University Grants Committee	Hong Kong	Director

Boards

2007-2011

Name	Organization	Country	Position
David Woodhouse	Australian Universities Quality Agency	Australia	President
Leendert Klaassen (from 2008)	Accreditation Organisation of the Netherlands and Flanders	The Netherlands	Secretary
Richard Lewis (until 2009)	British Accreditation Council for Independent Further and Higher Education	United Kingdom	Treasurer
Dale Patterson (from 2009)	Postsecondary Education Quality Assessment Board, Ontario	Canada	Treasurer
Adil Ahziz (from 2009 until 2011)	National Accreditation Agency for Highe Education	Indonesia	Director
Nadia Badrawi	National Authority for Quality Assurance and Accreditation in Education	Egypt	Director
Carol Bobby (from 2008-2011)	Council for Accreditation of Counseling & Related Educational Programs	United States	Director
Dhurata Bozo (from 2007-2009)	Public Agency for Accreditation of Higher Education		Director
Rolf Heusser (2009-2011)	Center for Accreditation and Quality Assurance of the Swiss Universities	Switzerland	Director
Dorte Kristoffersen (2009-2011)	Western Association of Schools and Colleges	United States	Director
Lis Lange (2007-2009)	Higher Education Quality Committee of the Council of Higher Education	Canada	Director
Peter Cheung	University Grants Committee	Hong Kong	Director
Séamus Puirséil	Higher Education and Training Award Council	Ireland	Secretary
María José Lemaitre	Centro Interuniversitario de Desarrollo	Chile	Vice-President
Sinapi Moli (2009-2011)	Samoa Qualifications Authority	Samoa	Director
Jean Avnet Morse (2007-2009)	Middle States Commission on Higher Education	United States	Director
Teresa Okafor (2009-2011)	Quality Assurance and Research Development Agency	Nigeria	Director
Marie-Odile Ottenwaelter	Centre International d'Études Pédagogiques	France	Director
Norman Sharp (2007-2009)	The Quality Assurance Agency for Higher Education	United Kingdom	Director
Daniela Torre (2009-2011)	Calidad Académica en Duoc UC	Chile	Director
Zhang Minxuan (2008-2009)	Shanghai Education Commission	China	Director

2011-2013

Name	Organization	Country	Position
María José Lemaitre	Centro Universitario de Desarrollo	Chile	President
Guido Langouche	Accreditation Organisation of the Netherlands and Flanders	Belgium (Flanders)	Co-opted
Richard Lewis	British Accreditation Council for Independent Further and Higher Education	United Kingdom	Treasurer
Carol Bobby	Council for Accreditation of Counseling & Related Educational Programs	United States	Vice President
David Woodhouse	Commission for Academic Accreditation	United Arab Emirates	Immediate Past President
Badr Abou-Ela	Commission of Academic Accreditation	United Arab Emirates	Director
Horacio Alcides O'Donnell	Academia Nacional de Educación	Argentina	Director
Rafael Llavori	Agencia Nacional para la Evaluación de la Calidad y Acreditación	Spain	Director
Antony Stella	Tertiary Education Quality and Standards Agency	Australia	Director
Iring Wasser	Akkreditierungsagentur fur Studiengange der Ingenieurwissenschaften der Informatik der Naturwissenschaften und der Mathematik (ASIIN)	Germany	Director
Susanna Karakhanyan	Armenian National Center for Professional Education Quality Assurance	Armenia	Co-opted director
Florence Lenga	DCS, Accreditation and Quality Assurance, CHE	Kenya	Director
Colin Peiris	QAA Council, University Grants Commission	Sri Lanka	Director
Mark Frederiks, Esther van den Heuvel	Accreditation Organisation of the Netherlands and Flanders	The Netherlands	Secretariat

Boards

2013-2015

Name	Organization	Country	Position
Carol Bobby	Council for Accreditation of Counseling & Related Educational Programs	United States	President
Susanna Karakhanyan	Armenian National Center for Professional Education Quality Assurance, Abu Dhabi Education Council	Armenia/United Arab Emirates	Vice President
Guido Langouche	Accreditation Organisation of the Netherlands and Flanders	Belgium (Flanders)	Secretary
Martí Casadesús Fa	Catalan University Quality Assurance	Spain	Secretary
Mieczyslaw Socha	Polish Accreditation Committee	Poland	Treasure
María José Lemaitre	Centro Interuniversitario de Desarrollo	Chile	Immediate Past President
Pauline Tang	International Centre of Excellence in Tourism and Hospitality Education	Australia	Director
Iring Wasser	Akkreditierungsagentur fur Studiengange der Ingenieurwissenschaften der Informatik der Naturwissenschaften und der Mathematik	Germany	Director
Yvonnette Marshall	University Council of Jamaica	Jamaica	Director
Michal Neuman	The Council for Higher Education	Israel	
Ganesh Hegde	National Assessment and Accreditation Council	India	Director
Jawaher al-Mudhahki	Education & Training Quality Authority	Bahrain	Co-opted director

2015-2018

Name	Organization	Country	Position
Jagannath Patil (from 2015 until 2016)	National Assessment and Accreditation Council	India	President
Susanna Karakhanyan (from 2016)	Abu Dhabi Education Council	Armenia/United Arab Emirates	President
Martí Casadesús Fa	Catalan University Quality Assurance	Spain	Secretary
Jawaher al-Mudhahki	Education & Training Quality Authority	Bahrain	Treasurer
Pauline Tang	International Centre of Excellence in Tourism and Hospitality Education	Australia	Vice President
Carol Bobby	Council for Accreditation of Counseling & Related Educational Programs	United States	Immediate Past Past President
Maiki Udam	Estonian Higher Education Quality Agency	Estonia	Director
Erika Soboleva	Agency for Higher Education Quality Assurance and Career Development	Russia	Director
Martín Strah	National Commission for Evaluation and Accreditation	Argentina	Director
Eddy Chong Siong Choy	Finance Accreditation Agency	Malaysia	Co-opted Director
Anthony McClaran	Tertiary Education Quality and Standards Agency	Australia	Co-opted Director
Franz Gertze	Namibia Qualifications Authority	Namibia	Co-opted Director
Tashmin Khamis	Aga Khan University	Kenya	Co-opted Director

Boards

2018-2021

Name	Organization	Country	Position
Susanna Karakhanyan	Abu Dhabi Education Council	Armenia/United Arab Emirates	President
Martí Casadesús Fa	Catalan University Quality Assurance	Spain	Secretary
(Vivek Gupta Ramnarain until 2020)	Tertiary Education Commission	Mauritius	Treasurer
Deborah Adair (from 2020)	Quality Matters	United States	Co-opted Treasurer
Leah Matthews (until 2020)	Distance Education Accrediting Commission	United States	Vice President
Angela Yung-Chi Hou (from 2020)	Higher Education Evaluation and Accreditation Council of Taiwan	Taiwan	Vice President
Naji al-Mahdi (from 2021)	Knowledge and Human Development Authority	United Arab Emirates	Co-opted Vice-President
Anely Ramírez (until 2019)	National Council of Education	Chile	Director
Orla Lynch	Quality Assurance and Qualifications	Ireland	Co-opted Director
Mike Kuria (until 2019)	Inter University Council for East Africa	Uganda	Director
Karen Treloar	Tertiary Education Quality and Standards Agency	Australia	Director
Erika Soboleva	Agency for Higher Education Quality Assurance and Career Development	Russia	Director
Salim Ahmed Khan	Riphah International University	Pakistan	Director
Juan Carlos del Castillo (until 2019)	National Council for the Quality of Tourism Education	Mexico	Director
Michael Bradshaw (from 2019)	University of the West Indies	Trinidad and Tobago	Director
Mary Catharine Lennon (from 2020)	Postsecondary Education Quality Assessment Board in Ontario	Canada	Director

IX.
The INQAAHE Conferences and Fora

Year	Event	Venue	Host	Title
1998	Forum	Paris, France	CNE	New Approaches to Audit, Assessment, Accreditation and Evaluation
1999	Conference	Santiago, Chile		Evaluating Evaluation
2001	Conference	Bangalore, India	NAAC	Quality, Standards and Recognition
2005	Conference	Wellington, New Zealand		Quality, Assurance and Diversity
2006	Forum	The Hague, Netherlands	NVAO	Transnational cooperation between agencies and institutions
2007	Conference	Toronto, Canada	PEQAB	
2008	Forum	Buenos Aires, Argentina		The Evaluation of Curriculum in Context of Change
2009	Conference	Abu Dhabi, United Arab Emirates	CAA	New Approaches to Quality Assurance in the Changing World of Higher Education
2010	Forum	Windhoek, Namibia	NQA	Quality Assurance in Higher Education and the Development of Nations
2011	Conference	Madrid, Spain	ANECA	Quality Assurance: Foundation for the Future
2012	Forum	Melbourne, Australia	TEQSA	The future of external quality assurance
2013	Conference	Taipei, Taiwan	HEAACT	Managing Diversity: Sustainable Quality Assurance Processes
2014	Forum	Tallinn, Estonia,	EKKA	Partnerships in Quality Assurance in Higher Education
2015	Conference	Chicago, United States,	ACBSP	Changing Landscape of Higher Education: New Demands on Quality Assurance
2016	Forum	Fiji	FHEC	Quality Assurance in Higher Education in Challenging Times
2017	Conference	Manama, Bahrain,	BQA	Between Collaboration and Competition: The Promises and Challenges for Quality Assurance in Higher Education
2018	Forum	Mauritius	TEC	Quality is in the Eye of the Beholder: Relevance, Credibility and International Visibility
2019	Conference	Colombo, Sri Lanka	UGC	Quality Assurance, Qualifications and Recognition: Fostering Trust in a Globalized World
2020	Forum	Moscow, Russia	AKKORK	Quality, Competences and Learning Outcomes: how to be fit for Generation Z employability
2021	Conference	Glasgow, United Kingdom	QAA	Re-Imagining of Higher Education Quality in an Age of Uncertainty.

X.
Acronyms

AAU	Association of African Universities
ABET	Accreditation Board for Engineering and Technology
AfriQAN	African Quality Assurance Network
AHELO	Assessment of Learning Outcomes in Higher Education
ANQAHE	Arab Network for Quality Assurance in higher Education
ANTA	Australian National Training Authority (established in 1992 and abolished in 2005)
APQN	Asia-Pacific Quality Network
CAA	Committee of Quality Assurance and Academic Accreditation, Saudi Arabia
CANQATE	Caribbean Area Network for Quality Assurance in Tertiary Education
CARICOM	Caribbean Community and Common Market
CEENQA	Central and Eastern European Network of Quality Assurance Agencies in Higher Education
CNAA	Council for National Academic Awards, national degree-awarding authority in the United Kingdom (from 1965 until its dissolution in 1993)
CNE	Comité National d'Évaluation de l'Enseignement Supérieur, France
CONEAU	Comisión Nacional de Evaluación y Acreditación Universitaria, Argentina
COPA	Council on Postsecondary Accreditation, USA (from 1975 until its dissolution in 1993).
CQAIE	Center for Quality Assurance in International Education, from the Western Association of Schools and Colleges, USA
CREPUQ	Conférence des recteurs et des principaux des universités du Québec
ECA	European Consortium of Accreditation in higher education
ENQA	European Association for Quality Assurance in Higher Education
EQA	External Quality Assurance
EQAA	External Quality Assurance Agency
EQAR	European Quality Assurance Register in Higher Education
ESG	European Standards and Guidelines
GGP	INQAAHE Guidelines of Good Practice
GIQAC	Global Initiative for Quality Assurance Capacity-Building
GPQA	INQAAHE Good Practices in Quality assurance

HAC	Hungarian Quality Agency
HE	Higher Education
HEI	Higher Education Institution
HETAC	Higher Education and Training Awards Council, Ireland
HKCAA	Hong Kong Council for Academic Accreditation
IAUP	International Association of University Presidents
ICDE	International Council for Open and Distance Education
IQA	Internal Quality Assurance
INQAAHE	International Network for Quality Assurance Agencies in Higher Education
LDC	Less Developed Countries
LIC	Lower Income Countries
MoC	Memorandum of Cooperation
MoU	Memorandum of Understanding
NAO	Netherlands Accreditation Organisation
NCEA	New Zealand's National Certificates of Educational Achievement
NVAO	Nederlands-Vlaamse Accreditatieorganisatie
PAASCCU	Philippine Accrediting Association of Schools, Colleges and Universitie
QA	Quality Assurance
QAHEC	INQAAHE Clearinghouse of QA Resources
QAP	INQAAHE Quality Assurance Program
RIACES	Red Iberoamericana para el Aseguramiento de la Calidad en la Educación Superior
SIDS	Small Island Developing States
UGC	University Grants Comission
UK OU	Open University, UK
UNESCO	United Nations Educational, Scientific and Cultural Organization
UniTWIN	University Twinning and Networking Programme (UNESCO)
VSNU	Vereniging van Universiteiten of the Netherlands