

INQAAHE General Procedures Manual

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0. Introduction

The INQAAHE General Procedures manual is a collection of texts describing the procedures used by INQAAHE for their various activities. This Manual is kept up to date by the INQAAHE Secretariat and is updated regularly when procedures are modified.

While previous versions of this Manual were posted on the INQAAHE intranet, accessible only to Board Members, it was felt useful to open up access from now on to all INQAAHE members. Especially the chapters devoted to the procedures for Review of QA Agencies, for the verification of GGP-alignment and for the practical organization of an INQAAHE Conference or Forum are useful for the INQAAHE community at large.

Some of the chapters (e.g. on Membership, Board and Secretariat) have to be read in conjunction with the INQAAHE Constitution, which is available on the INQAAHE Website, where the responsibilities and tasks of these bodies are explicitly described. These stipulations are not repeated in the present Manual.

A final word of warning - No legal value can be attributed to the texts in this Manual. This is merely a description of a number of procedures which are presently in use in INQAAHE. The Board can at any moment modify a given procedure. When in doubt it is best to consult the Secretariat.

1. Membership

1.1 Membership Categories

The INQAAHE constitution describes in articles 8 to 11 the different membership categories (full member, associate member, and affiliate) and the essentials of the procedure to become member.

1.2 Membership Committee

The INQAAHE Board establishes a Membership Committee with the task to analyse all membership applications and to decide, on behalf of the INQAAHE Board, on the admission of members to the Network.

1.3 Application procedure

To express an interest in INQAAHE membership potential members need to submit their membership application for one of the two membership categories or the affiliate status at the INQAAHE website.

The application form asks for more information than is required for a decision on membership, as this information is used for the members' database. This saves the member having to provide a second lot of information.

The application is then reviewed by the INQAAHE Membership Committee. This committee has the right to ask additional questions when the information provided by the applicant is not clear. The INQAAHE Membership Committee decides if the application fulfils the membership criteria in the Constitution (see 1.1). The Secretary acts as a Convenor for the Membership Committee and communicates the decision of the Membership Committee to the applicant. In case of a negative decision the communication is limited to the message that the applicant did not fulfil the membership criteria stipulated in the Constitution.

1.4 Guidelines

The Membership Committee uses the following guidelines for Associate Membership:

1. Any Higher Education Institution (HEI) accepted as a Member cannot be a Full Member but becomes an Associate Member.
2. In applying for Associate Membership, an applicant must state the nature of its major interest in QA.
3. This interest must be active, e.g. carrying out research in QA, not merely being aware of developments in QA.
4. An applicant whose interest in QA stems solely from providing consultancy related to QA is not eligible for Associate Membership.
5. HEIs have (or should have) a major interest in QA in HE, but normally of a different nature to that of an external QA (EQA) Agency. The institution's primary interest is in QA within the institution itself, and is expressed through self-review rather than external review.
6. An institution may be accepted as an Associate Member provided
 - it is in good standing with the relevant EQA Agency (if any).
 - it has a systematic approach to QA, e.g. by having a QA office and/or by carrying out regular structured review of parts of the institution, so that it finds value in sharing review experiences with EQA Agencies.

The Membership Committee uses the following guidelines for Affiliates:

Affiliates are individual persons with a major interest in evaluation, accreditation and quality assurance and may affiliate to the Network for the same fee as a member. They will receive the newsletter and Journal.

1. Any individual with a major interest in QA is eligible to be an Affiliate of the Network.
2. In applying for Affiliate status, an applicant must state the nature of its 'major interest' in QA.

1.5 Membership Fee

The fee amount is determined by the General Assembly for the following year, and can be increased only once a year. The annual increment (if any) is normally not more than 5 per cent (decision GA 2008).

The present membership fee for INQAAHE for Full/Associate Members and Affiliates is:

- In 2013: € 500

The Secretariat sends out the invoices early in the year, normally in January. The fee is always paid for one calendar year (January until December). New members that apply during the year receive the invoice immediately after their application is accepted.

The following reductions are applicable during the year:

- Memberships and affiliates applications April-June: 25% reduction on the annual fee
- Memberships and affiliates applications July-September: 50% reduction on the annual fee
- Memberships and affiliates applications October-December: 75% reduction on the annual fee

A non-refundable application fee of € 100 is charged to applicants, which is deducted from the Membership Fee if the Membership is approved.

All Members receive the Network's Bulletin, Newsletter and the Journal "Quality in Higher Education" which is published three times per year by Taylor and Francis.

Members whose fees are in arrears by more than a year will not receive the Journal, Bulletin and Newsletter until they have paid their fees.

When the fee invoices are sent, early in the year, members one year in arrears (i.e. who have not paid for the previous year) are informed that they now owe two years fees. The Board may designate a director within the member's regions, or with some other close relationship to the member, asking them to call to say a final notice is about to be issued, and making a personal request for continuance.

Any members two years in arrears when the invoices are sent are informed that if they do not pay by a specified date (about a month ahead), they will be removed from the Register – and this is implemented, with no further action.

Discount for LDC/LIC Countries

Members from LDC/LIC countries are eligible for a reduced fee and receive a discount of 50%. The LDC/LIC countries are listed by OECD as less developed countries or low income countries.

Hence the present membership fee for INQAAHE for Full/Associate Members and Affiliates from LDC/LIC countries is:

- In 2013: € 250

Discount for affiliate networks

INQAAHE wants to stimulate membership of multiple networks. If an INQAAHE member is also a member of a regional or other network of QA agencies and this network gives its INQAAHE members a discount of at least 5% then INQAAHE gives their members a discount of 10%.

1.6 Behaviour of INQAAHE Members

Members of INQAAHE and affiliates should not use their membership or affiliation to claim any authority or recognition beyond that implied by the definition of their membership category, or by their formally recognised alignment with the Guidelines of Good Practice. Members of INQAAHE should refrain from actions that might, by the member's association with INQAAHE, bring the Network itself into disrepute. If the INQAAHE Board receives a criticism of any INQAAHE member that appears to be related to their activities in QA, the Board will acknowledge the criticism, and will if possible investigate it and may discuss it with the member if appropriate. Anonymous criticisms will be ignored.

2. Publications

2.1 Bulletin

Every 3 months the INQAAHE Secretariat publishes an electronic Bulletin and sends this to all INQAAHE members. The Bulletins are published in March (before INQAAHE's annual conference/forum), June, September and December. Each Bulletin contains:

- a President's message
- an update from the INQAAHE Secretariat
- a summary of the most important recent developments
- a list of upcoming events, and
- information from INQAAHE members that is relevant to other members

The Bulletin is sent in PDF format. If members have problems with opening the Bulletin in PDF, they can ask the Secretariat for a Word copy. Approximately one month before publication, the INQAAHE Secretariat sends out a call for contributions to the representatives of the regional networks. In addition individual organizations can also e-mail their contributions to the Secretariat. The Secretariat is making the final decision with regard to the contributions.

2.2 Newsletter

Another way to communicate with our members is through the dissemination of INQAAHE newsletters. If there are special developments, which do involve important information that cannot wait until the Bulletin will be published (such as change of the passwords to log in at the INQAAHE website or the development of new services for members) these Newsletters are communicated electronically. The Newsletters are shorter than the Bulletin and do not consist of fixed elements. In general members (except Board Members) are not supposed to make a contribution to the news items. The news items are sent infrequently (when the need arises).

2.3 Journal

All INQAAHE members receive the Journal "Quality in higher education".

The INQAAHE Secretariat provides the addresses of the members to the publisher Taylor & Francis upon their request. Members who have not paid their membership fees for previous years are deleted from the address list until they have paid. T & F is responsible for the distribution of the Journal. INQAAHE members do not have access to the full articles on-line; they can only consult the abstracts on-line. If a member wants to have a PDF of a specific article, they can contact Professor Lee Harvey, the editor of the Journal.

2.4 Glossary

"The international analytic glossary of issues related to quality in higher education" has been designed and is maintained by Professor Lee Harvey. It is freely available to INQAAHE members as collaboration between Professor Harvey and INQAAHE. INQAAHE does not make any payment to Professor Harvey for this service to members. Both parties have agreed that if, for whatever reason, Professor Harvey decides to discontinue the maintenance of the glossary, he will give INQAAHE the option to take full responsibility for it.

3. Board

3.1 Board composition and responsibilities

The composition and responsibilities of the Board can be found in the Constitution, articles 25 to 36.

3.2 Election procedure

The Secretariat gives notice of the upcoming election of the INQAAHE President and/or Board members and seeks nominations from members. Nominations should be made by a Full or Associate Member of the network. Nominations should be accompanied by:

- a confirmation by nominee of agreement to serve if elected
- a biographical note of the candidate, of not more than 250 words

A call for nominations is announced 4 months prior to the INQAAHE General Assembly in which the term of a Director ends.

Nominations must be received by the INQAAHE Secretariat not later than 3 months before the General Assembly. One week after the deadline for submitting the nominations the Secretariat gives notice of the nominated candidates and seeks votes. The Secretariat informs the Full and Associate members about the voting procedure and invites them to vote. Voting takes place electronically.

The voting period is six weeks. Not later than one week after the end of the voting period the election count takes place. Two days later the Secretariat notifies the results of the count, certified by an impartial officer.

At the INQAAHE General Assembly, the Secretary formally announces the election results. This is the official start of the term of the newly elected INQAAHE directors.

3.3 Board Committees

To execute its many tasks the Board forms several Committees and Working Groups, to which also non-Board members may be invited. Their composition and responsibilities can vary depending on circumstances and the interest of individual Board members. Board Committees include an Executive Committee for quick consultations by the president, a Membership Committee to which the Board delegates its task to evaluate and decide on Membership applications, a Finance Committee to supervise the budgetary aspects of the Network and a Recognition Committees that handles recognition issues (Reviews of Agencies and evaluation of alignment with INQAAHE's Guidelines of Good Practice).

3.4 Board Meetings

The INQAAHE Board meets face to face at least once annually (at the Conference or Forum). Whenever necessary, electronic Board meetings are organised. During those Board meetings, the latest policy developments are discussed, together with more specific topics. The conclusions of the electronic Board meetings are also published on the INQAAHE website, as are the minutes of the physical Board meetings.

3.5 Contacting the Board

The Secretariat decides which e-mails are forwarded to the Board thereby drawing a distinction between e-mails directed to the President, Vice-President, Secretary, Treasurer and e-mails aimed at an individual Board member who acts as a convenor for a certain Committee.

4. Secretariat

4.1 Appointment procedure

Only full members can provide the Secretariat for INQAAHE. The Secretariat is appointed for a term of two and a half years. In order to carry out the administration and management tasks for the Network the Secretariat receives a flat fee of US\$ 50,000/year for the services provided.

At least six months before the end of the first term of the Secretariat the Board decides whether the Secretariat – if interested - may continue for a second term of two and a half years. In this case the existing contract is prolonged for another term of two and a half years without re-tender. If the first term contract is not automatically prolonged, and in any case after a second term, an open call is published for candidates to host the INQAAHE Secretariat.

The procedure call/assessment/decision should be terminated before the General Assembly takes place in the year that the appointment of the Secretariat ends. An assessment committee is formed by the INQAAHE Board to evaluate the applications and to give an advice to the Board on which applicants are eligible to be subjected to a vote by the Board. A secret vote is organized among Board members to decide on the new Secretariat.

An overlap of two months, in which both Secretariats are paid, is foreseen between the old and new Secretariat, in order to guarantee a smooth transfer.

4.2 Responsibilities

The Secretariat is responsible for the administration and management of the Network as specified in general terms in article 39 of the Constitution.

In more detail, the following responsibilities are carried out by the Secretariat:

1 Members

1. Responding to queries from potential members
2. Servicing the Membership Committee
3. Notifying membership applicants of the decisions of the Membership Committee
4. Invoicing members for their fees each year, dealing with the receipts and following up on late subscribers
5. Maintenance of membership registers
6. Responding to members' queries and giving advice

2 Board matters

1. Conducting matters relating to election of Board members
2. Notifying nominees and members of the results of the elections
3. Liaison with Board members on routine matters
4. Organization of Board meetings, including preparation of agenda and supporting documents and logistical aspects of face-to-face-meetings
5. Redaction and circulation of minutes
6. Follow-up actions, including correspondence arising from Board decisions
7. Liaison with regional and other networks
8. Liaison and assistance to working groups

3 Events

1. Organisation of Conference and Forum bids
2. Liaison with Programme and Local Committees
3. Liaison throughout the Conference and the Forum
4. Organising meetings of networks

4 Publications

1. Draft, design, production and distribution of reports and promotional material
2. Preparation and distribution of Members' Bulletin
3. Maintenance of INQAAHE website
4. Liaison with publishers of the QA Journal for circulation to INQAAHE members

5 Finances

1. Keeping financial records
2. Maintaining bank records
3. Preparation for Treasurer of material for budgets and for quarterly and annual financial reports
4. Handling Board and General Assembly queries on financial matters
5. Handling INQAAHE Development Fund, applications for support and decisions on recipients

6 Public Relations

1. Liaison with UNESCO, World Bank and other bodies
2. General information centre about INQAAHE
3. Receiving occasional delegations to INQAAHE Secretariat

5. Conference and Forum

Among its activities INQAAHE holds:

- A biennial conference and General Assembly in years ending in an odd digit (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). The conference attracts about 200-400 delegates and lasts for 3-4 days, and
- A biennial INQAAHE members' forum for representatives of members in years ending in an even digit (Paris 1998, Budapest 2000, Kingston 2002, Muscat 2004, The Hague 2006, Buenos Aires 2008, Windhoek 2010, Melbourne, 2012, Tallinn 2014). This meeting last for 2-3 days and usually attracts 60-120 delegates.

The conference is open to anyone who pays and includes invited and funded keynote speakers. Paper presentations are an important element of the programme.

The forum is restricted to INQAAHE members and members of other networks. They are focused, practical, and less expensive.

5.1 Requirements for hosting a conference or forum

There will be three basic steps to completing the application, review, and final selection process.

The first step will be submission of a brief preliminary proposal to the INQAAHE Secretariat expressing an interest in hosting either the event. The preliminary proposal must include a letter of intent and responses to a required set of parameters. No later than 30 days following the deadline date for receiving preliminary proposals, the Board will complete a review and inform the applicant of its willing to entertain submission of a full application.

The second step will be the submission of a full application which responds in detail to all requirements outlined below. All full applications will be submitted to the INQAAHE Secretariat and reviewed by the Board for completeness prior to distribution to the INQAAHE membership for voting at the General Assembly meeting. The Board reserves the right to ask for additional information with regard to any submitted application prior to sharing it with the INQAAHE membership if any aspect of the proposal requires clarification or shows cause for concern. All applications deemed by the Board to be complete with no cause for concern will be distributed to the full membership, along with a comparison grid of the applications against the application requirements. This grid will be developed by the Board to provide greater ease of review by the voting members.

The third and final step will be the presentation of the final set of accepted applications to the INQAAHE voting membership at the General Assembly meeting.

Step 1 – Submission of the Preliminary Proposal

Each year, by November 15, the INQAAHE Secretariat will distribute a call for hosting the conference or forum that will be held two years later. Interested agencies must submit their brief preliminary proposal by December 31 in order to be considered for review. These proposals are intended to provide a general overview of information and are not expected to

include detailed information on each item listed below. Thus, the preliminary proposal should be no more than 2-3 pages in length.

The preliminary proposal must include a formal letter of intent to host the conference or forum, and information addressing the following items:

- Name of organization and type of membership held in INQAAHE.
- Proposed location of the conference or forum:
 - Agencies interested in hosting events should note that INQAAHE avoids offering consecutive events in the same region or continent.
- A statement of reasons for wanting the conference or forum in the proposed location, including the perceived positive impact on INQAAHE, as well as the region, should a conference be held in the proposed location.
- Brief description of experience in hosting conferences and other meetings, including a description of the agency's prior involvement at INQAAHE conferences or fora.
- Brief outline of staff support available for event planning.
- Travel considerations, including ease of travelling to the proposed conference location, ability for attendees to obtain visas, or an explanation of how the host agency plans to deal with any barriers that might impede access to the event by the full membership of INQAAHE.
- Relative cost for attendees.

By January 31, the INQAAHE Board will notify all potential applicants of its decisions to accept or reject the preliminary proposals that were submitted for review. All agencies whose preliminary proposals are accepted by the Board will be asked to submit a full application for hosting the event. The Board's decisions will be based on INQAAHE's tradition of holding meetings in varying locations (with no two consecutive events in the same region), as well as the ability of the membership to travel to the proposed location and membership safety. In addition, the Board will only ask agencies to submit full proposals if there is sufficient reason to believe that there is adequate support and experience for hosting an INQAAHE event.

Agencies asked to submit full applications will be given a deadline date for submission of the proposal that is received a minimum of 30 days prior to the upcoming General Assembly meeting. This deadline date will allow distribution to the full INQAAHE membership for voting purposes.

Step II – Submission of the Full Application

Full applications for hosting the INQAAHE conference or forum must be submitted by the deadline date set by the Board. This deadline date will be a minimum of 30 days prior to the next scheduled General Assembly meeting of INQAAHE, but may be longer depending on when the meeting is scheduled.

The application must cover all of the following requirements outlined below and include documented evidence to support the narrative, but may also include other information on matters which the applicant deems relevant.

1. Host Agency

The applicant should be a member of INQAAHE and the application must be made by the chief officer of the agency acting for and on behalf of the governing authority of the agency.

2. Sponsoring Ministry or Agency.

It is highly desirable that the application be accompanied by supporting documentation from the relevant ministry or similar body particularly where financial or other support from the ministry is an essential part of the application.

3. Venue

Applicants should bear in mind the considerable distances and cost incurred by delegates in travelling to the conference or forum. Ready access to a hub airport and a centre city location is very desirable. There should be available parking near or at the venue for those travelling by car.

The venue should have a lift/ramp to all floors/rooms. It is considered particularly convenient when the conference venue and principal hotel are in the same location.

4. Plenary room

The plenary room must have a capacity for up to 400 participants (Conference) or 120 participants (Forum). The speaker(s) must be visible for all participants. There should be a stage, preferably with a lectern. AV facilities and easy access to toilets should be available.

Natural light has the preference.

5. Available breakout rooms

There must be a sufficient number of rooms for the conference or forum. Generally, a room large enough to hold all participants is required for plenary sessions and up to four or more additional rooms are usually required for parallel break-out sessions. Rooms for parallel sessions should be close enough to allow participants to get to the session location within a limited amount of time. AV facilities and easy access to toilets should be available. There should be a pleasant general ambience.

6. Registration Area

The Registration Area should be easy accessible and big enough to receive all participants, Conference: 400 participants; Forum: 120 participants.

7. Hotel accommodation

Delegates represent a wide range of agencies and while 4* and 3* hotels are required for most delegates some budget accommodation should also be available. Accommodation and travel expenses for keynote speakers are a charge on the conference and host agency.

Rooms at the principal hotel should have internet access.

8. Transport access

The venue should be in, or next to, the main conference/forum hotel. Other accommodation should be close to the venue with ease of access to the meeting hotel through walking or public transportation. It is desirable from the point of view of delegates and organisers that coaching to the venue is not required.

9. Conference/forum package

The application document should set out the management and administrative structure which the hosts will make available in preparing for and in the administration of the conference or forum. In particular clear lines of responsibility should be specified. Where more than one

agency is involved in the bid, the membership of the local organising committee should be described. In all organisation matters, the host agency via a single appointed representative will report on a regular basis to the INQAAHE Secretariat.

10. Financial arrangements and support

The biennial conference and the biennial INQAAHE members' workshop are organised on the basis that no financial liability falls on the Network. All costs are met from delegate fees (which must be approved by the INQAAHE Board), sponsorship or other support secured by the host agency. INQAAHE will expect to receive a fixed amount from the registration fee, normally 50 Euro per head, and a 50% share in any surplus, although the network will not be responsible for any deficit, which will fall to the host agency. Pre-conference workshops are held on a programme discussed with the hosts and decided by the Programme Committee and Board and attract a separate fee and presenters at these workshops give their services on a pro bono basis. Surpluses from these workshops form part of the Network income and should be reimbursed to the Secretariat at the conclusion of the event.

11. Arrangements for Conference and Forum

Assigning adequate administrative support to the organization and management of the conference or forum is of paramount importance in guaranteeing a successful event. Applications should, therefore, outline the staffing and other resources which will be made available to insure a well-organized event. The application should outline the support that will be made available both before and during the event with regard to handling registrations and other aspects of organisation.

During the event, back office facilities where event management can occur should be available to conference/forum host staff and the INQAAHE Secretariat. This includes access to phones, fax, e-mail, facilities, photocopier and printer. "Hot-desking" is normal in these circumstances. Some reasonable Internet access in the venue for delegates has become expected in recent years.

12. Arrangements for Board Meetings

The Board of the Network will hold two or three meetings during the event including a full day meeting on the day before the event opening. The host agency is expected to make necessary arrangements for accommodation, facilities and refreshments for a board meeting of 14 persons.

13. Arrangements for workshops

The day preceding the biennial Conference opening is devoted to workshops for both new and established agencies. These are usually held in or adjacent to the main conference facility. The host agency provides facilities for these workshops and an additional fee is charged. In general workshops are held in the morning and in the afternoon and while coffee breaks should be arranged lunch does not have to be provided free of charge. Workshops that are linked to an INQAAHE event may also be accessible for non-INQAAHE members.

14. Advertising and Print

Most advertising and recruitment for the event is conducted electronically. Proposals should include plans for hardcopy brochures, programme, conference/forum bags etc. It has become the practice for the host agency to publish conference papers on CD Rom in advance of the conference. For a Forum this is not necessary as there are no parallel sessions in which papers are presented. A list of participants should be included in the package. It should be noted that recent experience indicates a limited need for hardcopy brochures and these may be produced from the website.

15. Conference or Forum website

The event website is the most critical aspect of pre-conference/forum activity and the most expensive. A successful bid agency is likely to have a very good website for their own purposes and must investigate and propose a satisfactory event website. It is likely that registration and hotel bookings will be made online (whether in conjunction with local organisers or not) and time spent in planning the website will avoid considerable frustration at a later stage.

Different hotels of various price types need to be offered on the website; also information about the visa procedures should be available well in advance.

16. Conference or Forum programme committee

The Board appoints a Programme Committee to which the hosts nominate one representative. The Theme, Keynote Speaker(s), and Conference Programme are decided by the Board on the advice of this committee. For Conferences only the committee invites and receives proposals for papers and arranges for these to be refereed. Three special documents about reviewing the paper requirements have been developed (cf. Annex 1-3).

17a. Conference Programme

- Official Opening: Host agencies should plan on 3-4 speakers at the official opening: Host Speaker, INQAAHE President, Minister or similar. The host and network speakers should confine themselves to 3-4 minutes and the third speaker should be advised that speeches are usually brief! The opening may be followed by an informal reception.
- The Programme Committee on which the host agency will have representation will arrange keynote speakers. There are usually three keynote speakers at the bi-annual conference. Advice on particularly good keynote speakers of standing will be welcome, once the conference theme has been determined.
- Parallel sessions of which there may be 4 require tight organisation to ensure punctuality. Hosts should plan on the basis of having four rooms for up to 70 people available with a host staff member or similar in attendance at each session to ensure smooth running. Hosts may recommend suitable chairs for these sessions who possess (in addition to the requisite chairing and linguistic skills) a commitment to good organisation and punctuality.
- Hosts should arrange to make available one room to facilitate the session for the regional networks.
- One session of the Biennial Conference is comprised of the General Assembly of the Network.
- Usually at least one Board meeting that lasts a full day is organised. Normally this meeting will coincide with the pre-conference workshops.

17b. Forum Programme

- There is no formal long keynote. The sessions are introduced by a selected leader on that topic, who provides a sheet of discussion questions on that topic. During the remaining time there will be breakout group discussions.
- One session of the Biennial Forum is comprised of the General Assembly of the Network.
- Usually at least one Board meeting that lasts a full day is organised. Normally this meeting will coincide with the pre-forum workshops.

18. Social Programme

An INQAAHE Conference will at least require two social events: an informal reception and a more formal dinner event. Provision for these functions should be made in the financial estimates submitted with the bid. While the cost can come from conference or forum fees past experience has shown that local or corporate sponsorship can be particularly welcome in meeting these substantial costs. While hosts will wish to promote the national or regional culture and cuisine of the country, it is best for the host to provide a variety of food options that can appeal to participants from a variety of world regions.

19. Pre- and post- event tours and events

Information and booking assistance for delegates in organising activities before and after the event may be included where the host committee finds this convenient. It is usually unnecessary for the hosts to organise such events.

20. Timing of the event

Both events are usually held between March and May. Exact dates should be proposed in the bid. Information on the availability of the main locations should also be included.

21. Exhibitors

The host committee should indicate whether a trade exhibition will be organised and the proposed fees for exhibitors.

22. Local Delegates

One of the major benefits of hosting the Conference is to spread local awareness of global activities in quality assurance. Host agencies will usually wish to have a number of local delegates at the Biennial Conference and delegate fees from local delegates can be particularly welcome. However, it is important that the proportion of local to international delegates does not distort the nature or purpose of the conference. It should be noted that local delegates other than invited guests such as those of the host agency and the ministry (official opening and final dinner) are not acceptable at the smaller INQAAHE forum because of the nature of this event. Local organisers may wish to precede or follow the forum with a short (one day) workshop for international and local participants.

23. Guests

There are two kinds of guests. Guests of the INQAAHE Board represent major international bodies such as UNESCO and are not charged a delegate fee. In addition the transport, hotel and registration costs of and relatively modest gifts to keynote speakers are covered by the host agency (Their attendance at events on the Social Programme is also a charge on the hosts). Guests of the host agency are guests at the opening ceremony and social events and the costs incurred are met by the host agency. They are usually representatives of sponsors including those of the Education Ministry.

24. Accompanying Persons Programme

Accompanying persons are those who accompany delegates to the conference but do not participate in the official conference programme. For accompanying persons who plan to attend any of the conference or forum receptions or dinner functions, additional charges may be assessed to the registration fee to cover these costs. In addition, a listing of optional activities should be available to accompanying persons which may result in further additional charges. These activities may run parallel to main conference sessions. The nature of these activities depends on the conference location, but it is usually not advisable to arrange coach

tours to distant locations. The provision of good staff members with local knowledge from the host agency to lead optional tours or shopping trips is probably of more importance.

25. Arrangements for delegates from less developed countries

Sponsorship from local commercial or public agencies to assist the participation of delegates from less developed countries (LDCs) will be particularly welcomed by the Board. In addition, host agencies are asked to consider offering reduced fees for participants from LDCs.

(Note: Less developed countries as defined by UNESCO).

26. Contribution of conference to enhancing quality assurance in HE in host country

The bid document may outline particular contributions which the event may present in developing a quality culture in higher education in the host country.

Step III – Presentation of Proposals at the General Assembly

All organizations whose full applications have been accepted for review and subsequently distributed to the full membership for voting purposes at the General Assembly meeting are expected to have representatives present to share a short presentation about their proposal during the meeting. As per the Constitution, the INQAAHE Board reserves the right to make a recommendation to the General Assembly, although it may or may not do so depending upon the quality of the applications.

The presentation offered by each applicant agency to the General Assembly should be no longer than 5-8 minutes in length and must include information about the location and how INQAAHE and the local, regional and global QA community will benefit from having the next conference or forum held in the specified country.

Once all applicant organizations have presented their proposals, the voting members present at the General Assembly will be provided with paper ballots distributed by the Secretariat. The final selection will be based on the proposal that receives the most votes. In the case of a tie, a second round of voting will occur between the proposals which received the highest tied votes.

5.2 Income and Expenditure regarding the Conference/Forum

5.2.1 Income

Participants' Registration Fees for each Conference/Forum and pre-conference Workshops will be agreed with the Board. Sufficient fees to cover the costs may be retained with the surplus being paid to INQAAHE. INQAAHE expects to receive a fixed amount from the registration fee, normally 50 Euro per head, and a 50% share in any surplus, although the network will not be responsible for any share in a deficit.

5.2.2 Expenditure

The expenditure consists of:

- the conference and forum venue
- staffing and all other administration costs
- opening Reception
- coaching for all participants to conference/forum events
- tea, coffee, and lunch for all participants
- conference/forum dinner

- informal evening event
- conference bags, badges and other materials
- gifts for speakers
- travel and accommodation for keynote speakers
- rooms, refreshments and facilities for board meeting
- costs relating to publicity, print, advertising and promotion including conference website
- any costs relating to exhibition

Accommodation and travel expenses for keynote speakers at an INQAAHE Conference are a charge on the conference and host agency. Guests of the INQAAHE Board represent major international bodies such as UNESCO and are not charged a delegate fee.

If speakers wish to travel business class then they pay the additional fare. Other participants have to pay their travel and accommodation by themselves. People from less developed countries can apply for support from the INQAAHE Development Fund. Guests of the host agency are guests at the opening ceremony and social events and the costs incurred are met by the host agency.

The Forum is open only to INQAAHE members. It is low-key and low-cost. Leaders, presenters and chairs are selected from member agency participants who are intending to attend. Accommodation provision is restricted to advising on a range of hotels. If there is a Forum dinner, the cost is in addition to the basic Forum cost.

5.3 Review of paper proposals

All participants can submit papers for the conference. Only papers which cover topics with relevance to the conference (sub-)theme will be selected for presentation. Those papers will be assessed by the Programme Committee, against the following criteria:

- There is a clear focus of the paper which will be of interest to the participants of the conference.
- The argument, development, and structure of the paper are logical, coherent and understandable.

A paper proposal should:

- indicate the conference (sub)-theme
- state the topic covered in the paper
- identify the author(s)
- identify the organization of the author(s)
- specify any audio-visual requirements
- be outlined in no more than 1000 words
- be accompanied by a 100-150 word abstract
- be prepared in 12 point Times New Roman font

5.4 Paper presentations

The accepted papers are presented during the conference

A presentation should:

- be a Microsoft PowerPoint document
- have a title on each slide
- consist of bulleted text or paragraphs
- not contain full sentences (that are read by the presenter) but catchwords
- quotes are allowed (but try to limit them)
- contain some relevant pictures/graphs;
- have a clearly visible color and letter type (24-28 points)

5.5 Committee Structure for INQAAHE Conference

To oversee an INQAAHE biennial Conference, the INQAAHE Board will appoint a Program Committee (PC) of about six members. This will contain at least one Board member and the Chair of the Local Organising Committee. The PC will be chaired by one of the INQAAHE Board members in it. The Chair of the Local Organising Committee will be attached to the INQAAHE Board as an observer.

The Program Committee should propose to the Board for the Board's approval:

- a timeline for the Conference organisation
- the theme and subthemes of the Conference
- the keynote speaker(s)
- the budget
- the registration fee
- the venue (if it varies from the one mentioned in the original proposal)

The Program Committee will carry out the following responsibilities:

- Plan the detailed program schedule of the conference.
- Communication (by the Chair of the PC or designated alternate) with the keynote speakers and resource people identified in consultation with the Board (i.e. there is one point of contact.
- Call for papers and other contributions (in liaison with the INQAAHE Secretariat).
- Review / referee the papers and contributions.
- Give guidelines to paper presenters and session / workshop chairs.
- Liaise with the INQAAHE Board and the LOC.

The Local Organising Committee (LOC) is responsible for the following:

- Announcing and popularising the Conference electronically through the local agency's website or a dedicated website linked to the agency and INQAAHE websites.
- Liaising with INQAAHE Secretariat in setting and implementing the schedule of conference announcements.
- Handling the Conference registration.

- Liaising with INQAAHE Secretariat on any specially funded/supported registrants.
- Updating the registrants and handling the queries from them on travel, accommodation and visa requirements.
- Facilitating the visa requirements of the registrants, including providing letters of invitation, where necessary, for visa purposes (this cannot usually be done by the secretariat, unless the conference is being held in the country where the secretariat is based).
- Overseeing the venue arrangements.
- Arranging the registration kit (conference materials etc.).
- Planning and overseeing the catering and transport arrangements for the conference, and liaising with the INQAAHE Secretariat re associated INQAAHE meetings.
- On-site management of technical support, and photocopying and computing facilities, during the days of the conference.
- Supporting the plenaries and parallel sessions with room allocations and name boards.
- Providing the final list of participants with contact details on the last day of the conference.

5.6 Committee Structure for INQAAHE Forum

To oversee an INQAAHE biennial Forum, the INQAAHE Board will appoint a Programme Committee (PC) of at least two members. This will contain at least one Board member and the Chair of the Local Organising Committee (LOC). The PC will be chaired by one of the INQAAHE Board members on it.

The Chair of the Local Organising Committee will be attached to the INQAAHE Board as an observer.

The Program Committee should propose to the Board for the Board's approval:

- a timeline for the Forum organisation
- the title and topics of the Forum
- plans for addressing the topics, including possible workshop leaders and presenters
- the budget
- the registration fee for the conference and any associated work shops
- the venue (if it varies from the one mentioned in your proposal)

The Program Committee will carry out the following responsibilities:

- Plan the detailed program schedule of the Forum.
- Arrange for workshop leaders and other presenters on the selected topics.
- Give guidelines to leaders, presenters and session / workshop chairs.
- Liaise with the INQAAHE Board and the LOC.

The Local Organising Committee is responsible for the following:

- Announcing the Forum electronically through the local agency's website or a dedicated website linked to the agency and INQAAHE websites.
- Liaising with INQAAHE Secretariat in setting and implementing the schedule of Forum announcements.

- Handling the Forum registration.
- Liaising with INQAAHE Secretariat any specially funded/supported registrants.
- Updating the registrants and handling the queries from them on travel, accommodation and visa requirements.
- Facilitating the visa requirements of the registrants, including providing letters of invitation, where necessary, for visa purposes (this cannot usually be done by the Secretariat, unless the Forum is being held in the country where the Secretariat is based).
- Overseeing the venue arrangements.
- Planning and overseeing the catering and transport arrangements for the Forum, and liaising with the INQAAHE Secretariat re associated INQAAHE meetings.
- On-site management of technical support, and photocopying and computing facilities, during the days of the Forum.
- Supporting the plenaries and parallel sessions with room allocations and name boards.
- Providing the final list of participants with contact details before the beginning of the Forum.

6. Review

One of the purposes of the INQAAHE Guidelines of Good Practice (GGP) is to provide criteria for use in the self and external evaluation of Quality Assurance Agencies (QAAs). The INQAAHE Board encourages the use of the Guidelines for this purpose.

Good practice in quality reviews requires independent administration of the review, including such aspects as identification of panel members, preparation of the site visit program and selection of interviewees. Thus, in the case of the review of an agency, these functions should be handled by an independent person or organisation, and not the agency itself.

Therefore, as a service to members, INQAAHE organises, on request, reviews of the operation of member agencies. The INQAAHE Secretariat assumes the practical responsibility for organising the review, ensuring good practice in the review process and selecting and briefing the members of the panel to be responsible for the review.

The INQAAHE Board decides whether the review is of a type that INQAAHE is capable of supporting. The INQAAHE Board takes the responsibility of ensuring a thorough review process.

6.1 Application

The review starts when a QA Agency submits a request for an external review to the INQAAHE Secretariat. The INQAAHE Secretariat informs the INQAAHE Board about the submission and the Board will decide if the agency is eligible for a review. The INQAAHE Secretariat informs the applying agency about the outcome. If the outcome is positive the INQAAHE Secretariat composes a panel in consultation with the President of the Board and proposes a time schedule for the review.

A self-evaluation report submitted by the applying agency provides the basis for the site visit carried out by the panel. QA Agencies seeking a review against the GGP should be required to specifically address their compliance with the GGP in the self-evaluation report. The self-evaluation report should be available well in advance of the site visit so that the report can guide the panel in preparing the program for the visit and thus ensure that all relevant groups of stakeholders are included. A minimum of 6 weeks prior to the scheduled visit would seem to be fair to the review team.

6.2 Responsibilities of the Agency

The QA Agency is responsible for the practical arrangements with respect to the review, including booking of and paying for travel and accommodation and organisation of the site visit based on instructions from the panel.

6.3 Responsibilities of the Panel

The Panel will read the review documents, carry out a site visit, and write the report of the review. The Panel Secretary is responsible for developing the program for the site visit and communicating with the Agency about the panel membership and other practical details related to the review such as provision of additional information and replies to questions about the self-evaluation report.

6.4 Fee

INQAAHE charges a standard fee of US\$ 15,000 for the provision of its Review service to cover the services of the Secretariat as outlined above and the honoraria of three panel members. The Secretary of the panel receives US\$ 4,500. The Chair receives US\$ 3,000 and the other panel member receives US\$ 2,500. US\$ 2,500 is paid to the INQAAHE Secretariat and US\$ 2,500 to INQAAHE.

In case a larger panel is requested by the applicant (e.g. with student or with extra expert) then an ad-hoc price quotation is proposed by the Secretariat.

The complete INQAAHE Review manual can be found in Annex 6.

7. GGP Alignment

As a service to its members, INQAAHE will, at the member's request, and free of charge, record on the INQAAHE website any member agency that has been found to be comprehensively adhering to the INQAAHE Guidelines of Good Practice (GGP).

The GGP Alignment Committee of the INQAAHE Board investigates whether an agency is in alignment with the INQAAHE Guidelines of Good Practice.

Procedure for GGP Alignment verification:

1. An agency may request that a statement be included on the INQAAHE website that the agency has been found to be in alignment with the GGP.
2. This request is submitted online and must be accompanied by independent evidence of the alignment. The independent evidence consists of a self-evaluation report, an external evaluation report and, if applicable, a copy of the decision made by the organization to which the external evaluation report was submitted. The agency applying for GGP-alignment is responsible for providing these documents.
3. The Secretary acts as Convenor of the GGP Alignment Committee.
4. The Committee considers the evidence and makes a recommendation to the INQAAHE Board.
 - 4.1 The Convenor gives each member of the group the opportunity to give a response to the request within 2 weeks.
 - 4.2 Members of the Committee respond to the whole Committee and the Convenor summarises these into a proposed recommendation of the Committee. The proposed recommendation should give the arguments for the proposed Board decision.
 - 4.3 When the Committee agrees on the recommendation and the recommendation is positive, the Convenor sends it to the Board.
 - 4.4 When the Committee agrees on the recommendation and the recommendation is negative then the Convenor sends it to the agency with the reasons and invites the agency to respond or provide further evidence within 2 weeks.
 - 4.5 The Committee will consider the response and the Convenor sends the recommendation to the Board (together with the response of the agency in case of a negative recommendation).
 - 4.6 Board members are asked to respond to the President within 2 weeks whether they agree with the recommendation.
 - 4.7 The President formally sends the Board Decision Statement to the Secretariat (though the Secretary has been part of the Group all along).
 - 4.8 There is no possibility for appeal to the Board decision.

5. The following is the final paragraph in the Introduction of the GGP Decision Statement:

“As a service to members, INQAAHE will, at the member’s request, record on the INQAAHE website any member agency that has been found to be comprehensively adhering to the Guidelines. For this purpose, an overall finding of adherence to the Guidelines requires substantial alignment with most of the individual Guidelines, which must include numbers 2 (resources), 3 (Quality Assurance of the EQAA), 4 (public reporting), 5 (the Relationship between the EQAA and Higher Education Institutions), 6 (institutional or programmatic performance), and 9 (decisions by the EQAA).”

6. Initially, the Group will be setting precedents, and subsequently will draw on them. If an agency is not judged to have shown alignment, the Group will identify the gaps.

7. If the Board judges that the agency is in alignment with the GGP, this will be mentioned at that agency’s entry on the INQAAHE website, and the agency’s name will be added to a list of aligned agencies, located with the GGP entry on the website. A decision is valid for five years.

8. Once a decision has been made, the Secretariat retains the application, together with any Group comments. These will become the precedents that assist consistency. It will also help to give some useful examples of independent verification.

9. The GGP Committee will also consider other processes (e.g. regional approaches, other recognition criteria) to see whether they meet the INQAAHE criteria, so any agency recognised in the other context may submit that information in satisfaction of INQAAHE’s criteria.

10. Members of the Committee and Board will not be involved in recommendations or decisions on an application of their own agency.

11. An overall paragraph under the GGP entry refers to the Introduction to the GGP and explains that aligned agencies have been listed at their request on the basis of independent evidence that has been checked by the Board.

8. Internships

INQAAHE regularly sponsors internships. By this is meant a period of time spent by a staff member (the intern) of one INQAAHE member agency (the home agency) working in another member agency (the host agency). The core purposes of such internships are to

- assist the professional development of the intern
- build capacity in the home agency
- extend the knowledge of the host agency

Internships entail a significant commitment by the intern, the home and host agencies, INQAAHE, and any other sponsors. It is therefore important to plan to make them as effective and useful as possible. The following notes are intended for this purpose.

8.1 Preparation

Costs and Cost-Sharing

It is essential that the costs that will be borne by all four parties are clearly established in advance. A starting point is for the home agency to cover travel to and from the internship, the host agency to cover accommodation and travel within the host country, and the intern to cover food and personal expenses. Then INQAAHE and/or any other sponsor may agree to meet any or all of these costs. It is desirable to have a 'backup clause' specifying the share the home and host agencies will accept of any shortfall.

Planning should be undertaken well ahead to allow for obtaining visas, getting fares at desirable rates, and so on.

Length

The minimum useful period for an internship is full 10 working days (two working weeks) with travel time between agencies in addition to that period. A month is likely to be even more useful, but needs even more careful planning to ensure the time is well used.

Scope

The best use of the two working weeks might be obtained through the following scope:

Week 1 Study the host's EQA system; the intern can be allowed to be present at most agency meetings (such as staff meetings, accreditation or audit planning meetings, training sessions, seminars, etc.). Spread through the time not occupied by such fixed events, all or most staff of the agency can each spend a couple of hours with the intern explaining her/his area(s) of responsibility.

The intern should be asked to give a presentation on her or his own system.

Weekend The intern should be given some local cultural experiences (e.g. visits to events or places)

Week 2, part 1 Observe a review visit

Week 2, part 2 Visit and talk to the IQA unit / IQ cell in one or two institutions. If time visit another agency or agencies

If the internship is longer, either the intern should come with a project from home, which can be done under the supervision of the host agency; or the intern works on a project of the host agency. Without such focus, the intern's time might be used up in more superficial browsing, or a lot of supervision time by staff of the host agency might be needed. Certainly, the intern should receive some explicit and focused experience, not just be left alone, nor used to do routine tasks.

Number of interns

Interns who have participated in an internship in company with another home colleague have found great value in discussing the experience, and its possible meaning and applicability back home, while having the experience. It was suggested that if INQAAHE or some other body fund an intern, the home agency should try to fund a second to accompany her / him.

Matching agencies or not?

Agencies differ vastly in size. There is an argument for matching size, complexity and scope of the home and host agencies. Interns might also wish to check the host EQA's roles vis-à-vis other organisations, as mentioned above. Having said that, such matching should not be adhered to rigidly as often learning comes from seeing a totally different context. Also, in general, a large agency is better able to host and a small agency more in need of learning from outside.

Self-Preparation

It is preferable that the expectations of the intern and the abilities of the host to meet these are agreed in advance of the placement. Interns should set provisional objectives in advance of the internship. These might be personal objectives or institutional ones (i.e. for their agency). During the internship, these objectives can be used as a guide and a goal, but interns should also be open to learning that they could not foresee. They might also find that the pre-set objectives are unrealistic in the light of the nature of the host agency and its practices.

8.2 After the Internship

Interns often return home excited by what they have seen, but they are but one person in their whole home agency. Some interns are quite senior in the agency, and so have influence in having some of their new ideas implemented, but the nature and purpose of the internships means that the intern is more often a junior member of the home agency staff. It is important to have mechanisms to get the intern's new ideas known and understood and, if appropriate, used back home;

Reports

Interns should write at least one and probably two or three reports on the internship. One is needed for INQAAHE or other facilitating / funding agency. This is essential in return for the support. Then the host agency should receive a report that provides some evidence that its efforts have been of value. Also, the intern might have some suggestions for the host agency. Thirdly, the home agency needs a report that provides evidence that the intern's time away has been valuable to the intern and her/his agency. It is likely that these three reports can be the same, or differ only by a few sentences. (If the intern wishes to raise serious concerns about the home agency's operations on the basis of what s/he has seen, it may even be that there needs to be two reports to the home agency, one that could be read by all staff of the agency and one for the senior management.)

Seminar

Following the report to the home agency, the intern should present a seminar / workshop to colleagues on the internship learning experience. This could be based on the (public) report to the agency. This is a very important activity. Otherwise the intern is left to give their message repeatedly to individuals in the home agency, and this message can easily be dismissed or forgotten. The report and seminar might include specific detailed recommendations for action – and some of the intern's feedback might be along the lines of 'unlearning', not just learning.

Following a wide participation seminar, the intern's thoughts have become part of the home agency's corporate knowledge, and it is easier for the intern (and others) to refer to them whenever appropriate. It might also form the basis for further active discussion of the most attractive ideas.

It might be possible and desirable to include participants from outside the home agency in the seminar.

Host Agency Reflections

The reflections of the host agency should also be sought and kept by INQAAHE / the sponsoring body, along with the intern's report. This could lead to two-way learning.

Follow-Up Report

Internships are intended to have a long-lasting impact on the intern and on her/his home agency. Such an impact is likely to be possible and/or become visible only after a period of time. If possible, therefore, interns should be asked to provide a second report about two years after the internship. This report should refer to the earlier report written at the end of the internship, and say which of the intended improvements have been achieved, and which have not, with a brief comment on reasons. The requirement to produce such a report can act as a reminder and incentive to build on the intern's experiences to the extent possible. It is recognised that systematically obtaining and considering such follow-up reports might be difficult, given its implication for scheduling and initiating the action.

8.3 Long-Term

After an INQAAHE internship, staff of INQAAHE member agencies is regarded as INQAAHE alumni'. They receive the INQAAHE newsletter and are eligible to attend INQAAHE fora, among other benefits.

(This guide draws on a workshop of APQN interns held at the APQN Conference, Cambodia, March 2012.)

9. Finances

9.1 Budget

The INQAAHE Budget will be on the agenda of the annual General Assembly at the INQAAHE Conference or Forum.

Three budgetary documents will be submitted to the approval of each annual General Assembly:

1. The accounts of the preceding year
2. The budget of the present year
3. The draft budget for the coming year

The budget proposals will be prepared by the Treasurer and the Secretariat.

The Secretariat will prepare quarterly financial reports which are communicated to the INQAAHE Board after approval by the Secretary and the Finance Committee.

During the same annual General Assembly the Membership Fee for the coming year will be decided.

9.2 Development Fund

9.2.1 Objective

The Development Fund's objective is to support members from economically less well developed countries and hence priority will be given to members from countries listed by the OECD as less developed (LDC) or low income countries (LIC). However, applications will be considered from members based in other countries but such requests need to be supported by a statement explaining the circumstances that justify the application. Priority will also be given to those who have not received support in the past.

The INQAAHE Secretariat notifies the membership that monies are available from the Development Fund and invites applications from members for a contribution to the costs of their desired development activity. These are commonly attendance at INQAAHE events or internship with another agency for a short period.

9.2.2 Procedure

The Board will announce when an allocation has been made to the Development Fund, and the purpose of the allocation, and will invite submissions for support from member agencies to the INQAAHE Secretariat by a specified date. Members of the Board nominated for this purpose, by the President, will evaluate the applications.

Grants will be made on the basis of need as outlined in the application and all grants will be made to the member organisation and not to any individual. Members will not receive funding (e.g. to conferences, for internships, etc.) if they have not paid their fees.

If the grant is related to attendance at an INQAAHE event, it is restricted to covering the registration costs, hotel accommodation and air fare by the cheapest available route and will generally be limited to a maximum of US\$ 2,500. The development fund will pay the conference registration fee directly to the organisers. The remaining expenditure will normally

be reimbursed, through an electronic transfer to the account of the member agency, on the basis of the receipts for the expenditure incurred.

Whatever the supported activity, the recipient is required to provide to the INQAAHE Board a report on her or his experience and the value to the individual and their agency.

9.3 Scholarships for Graduate Certificate in Quality Assurance

INQAAHE offers 3 scholarships per year to support outstanding candidates from lesser developed or low income countries to enrol for a Graduate Certificate in Quality Assurance at The University of Melbourne or at another university deemed eligible by the INQAAHE Board for providing this certificate.

The Program

Quality Assurance for Professionals is a one-year professionally-oriented graduate-level certificate intended to lead to internationally-trained expertise for people working in or interested in quality assurance or accreditation in higher education. It is suitable for staff and directors of accrediting, auditing and other quality assurance agencies, staff in higher education institutions, members of review panels and teams, government representatives, and others with responsibility for planning and development of higher education systems.

The core curriculum was developed by INQAAHE and can be consulted on the INQAAHE website.

- The scholarships are to the value of US\$ 5,000.
- The 2014 fee for the GCQA program is AU\$ 14,560.

Principal Criteria for Selection for the Award of a Scholarship

- Citizen of and residence in a LDC or LIC (UNESCO categories).
- Evidence of strong relevant experience or interest.
- Commitment to the higher education sector and QA as evidenced by a letter of motivation.
- Potential for achievement in the field of quality assurance.
- If applicable, employer support, including commitment to enabling the student to devote sufficient time to study, evidenced through a letter. Academic and language requirements are as set out for the respective institutions.

Selection Process for the Award of a Scholarship

Applicants should apply at an appropriate date (this has been by 14 October) to the INQAAHE secretariat, providing evidence that they satisfy the academic, language, country and commitment requirements, attaching a brief curriculum vitae, and setting out how they plan to use their studies to affect their professional work and the operation of their organisation.

An ad-hoc Board Committee evaluates the applications and proposes a selection to the Board.

Successful and unsuccessful applicants for the scholarships are notified a month after the deadline for application.

9.4 Grants for Research Papers

INQAAHE is allocating a small amount of money (US\$ 2,500) for supporting the preparation of research papers or essays. For this purpose an annual call is published on the INQAAHE website in which a number of topics are specified as terms of reference for research papers in the current year.

The invitation is addressed to all INQAAHE members, whether full or associate, and affiliates may also apply.

Types of proposals

Proposals should fall under one of the following categories:

- a) Studies or research projects referring to one of the topics specified in the annual call. These must follow an empirical approach, and report on the results of research projects or case studies.
- b) Essays, covering an original discussion of one of the topics in the call for papers. They can refer to theoretical or methodological discussions, an analysis of published research, or of good (or bad) practices.
- c) Innovative experiences, which present, analyse and discuss these practices and their relevance to the enhancement of quality assurance processes.

Content of the Application

The application should cover the following points, and contain enough information for it to be evaluated against the specified criteria:

1. Name of the Project
2. Background of the proposal
3. General and specific objectives
4. Methodology
5. Expected results
6. Budget
7. Brief C.V./bio of the project leader and any other people taking part in the project
8. Time to completion and chronogram, stating deadlines for both a mid-term and a final report (two pages).

Evaluation

INQAAHE will select and fund one proposal for each annual call. The final paper will be published in the Journal "Quality in Higher Education".

- The proposals will be evaluated against
- Contribution to the body of knowledge
- Consistency in the design and methodology
- Feasibility
- Theoretical framework
- Methodology
- Timelines and background

Timeline

The annual call specifies a timeline for which the research project proposals, mid-term and final papers are to be submitted to the INQAAHE Research and Publications Committee.

A typical timeline would be to have the proposals submitted by November the 1st of year x; the mid-term paper submitted by April the 1st of the year x+1; the final paper submitted by August the 1st of the year x+1 and the final notification to the successful applicant by December 15th of the same year.

10. Networks

Over the past few years, many groups of QA agencies have formed networks, on the basis of geographical regions and on specific agency characteristics such as specialized and professional accreditation. Being supportive of this development, INQAAHE works not only with and for its member agencies but also with and for the networks of agencies. INQAAHE's statement on collaboration with agencies is called Working Together and can be found on the website.

10.1 Regional Networks

At the moment INQAAHE cooperates with the following regional networks:

- 1 Arab Network for Quality Assurance in Higher Education (ANQAHE)
- 2 ASEAN Quality Assurance Network (AQAN)
- 3 Asia-Pacific Quality Network (APQN)
- 4 Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE)
- 5 Central and Eastern European Network of Quality Assurance Agencies in Higher Education (CEENQA)
- 6 Eurasian Quality Assurance Network (EAQAN)
- 7 European Association for Quality Assurance in Higher Education (ENQA)
- 8 European Consortium for Accreditation (ECA)
- 9 Ibero-American Network for Quality Assurance in Higher Education (RIACES)
- 10 Quality Assurance Network for African Higher Education (AfriQAN)
- 11 Association of Quality Assurance Agencies of the Islamic World (AQAAIW)
- 12 Conseil Africain et Malgache pour l'Enseignement Supérieur (CAMES)
- 13 Central Asian Network for Quality Assurance and Accreditation (CANQA)
- 14 European Network for Accreditation of Engineering Education (ENAE)
- 15 Association of Specialized and Professional Accreditors (ASPA)
- 16 European Association of Specialized and Professional Accreditors (EASPA)
- 17 European Quality Assurance Network for Informatics Education (EQANIE)
- 18 The accredited members of the International Centre of Excellence in Tourism & Hospitality Education (THE-ICE)

The representatives of the regional networks do meet at least once a year during an INQAAHE Conference or Forum. In addition during the year other workshops and meetings may be organised.

10.2 Memorandum of Co-operation

Since May 2008 various regional networks have signed a Memorandum of Co-operation with INQAAHE, thereby intensifying their relationship with INQAAHE. A Memorandum of Co-operation between two organisations establishes the objectives, parameters and resourcing of joint activities and mutual support.

Networks who are interested in signing a Memorandum of Co-operation can contact the INQAAHE Secretariat. A Memorandum of Co-operation has to be signed in three-fold one copy goes to the Network, one copy to the INQAAHE President and another copy goes to the Secretariat.

10.3 Professional and Specialized Accreditors

Professional and Specialized Accreditors are organizations that accredit programmes in one specific field.

At least once a year INQAAHE organizes a workshop for these professional and specialized accreditors.

Annex 1. Call for Papers and Posters (example INQAAHE Conference 2013)

The Conference accepts papers or posters on the sub-themes of the Conference. The Conference Program Committee welcomes any contributions on the sub-themes. Examples of topics for contributions are listed under each sub-theme. Paper and poster proposals will be assessed by members of the Conference Program Committee for compliance with the criteria for acceptance.

Here an overview of the Conference Themes and Sub-Themes needs to be given

Requirements for Submissions

Paper Proposal

As the number of papers which can be presented is limited by the number of parallel sessions, only papers which cover topics with relevance to one of the sub-themes will be selected for presentation. Furthermore papers will be assessed against the following criteria:

- There is a clear focus of the paper which will be of interest to the participants of the conference.
- The argument, development, and structure of the paper are logical, coherent and understandable.
- The paper goes beyond a mere description of procedures or activities, to include an analytical approach that can be useful to participants in the conference.

A paper proposal should:

- indicate the conference sub-theme
- state the topic covered in the paper
- identify of the author(s)
- identify the organization of the author(s)
- specify any audio-visual requirements
- be outlined in no more than 1000 words
- be accompanied by a 100 – 150 word abstract
- be prepared in 12 point Times New Roman font

Proposals should be submitted with the file name as follows:

x_name-name, Where x is the number of the subtheme; name is the last name of the author, followed by the names of the co-authors. Thus, a paper presented under subtheme 1, written by Obe de Vries, Fiona Crozier and Nick Harris would be in a file named 1_devries-crozier-harris

Poster Proposal

Proposals for poster presentations on any topic related to one of the sub-themes will be considered. The poster format is well suited for delegates to present their quality assurance systems or procedures as this will facilitate a discussion between delegates of a range of aspects related to these procedures and for presenters to get feedback on these.

The poster should have a topic, the name(s) of the presenter(s) and should elaborate on its topics through text and/or graphics such as tables, drawings or charts. They will be exhibited in the areas where tea and coffee are served, and a session is also reserved in the program for contributors to present their posters.

A poster proposal should:

- be no more than 250 words in length
- identify the presenter(s)
- identify the organization of the presenter(s)
- include information on the title or topic
- include an abstract explaining the intent of the poster
- be prepared in 12 point Times New Roman font
- the file must be identified in the following way: p_last name of the author-last name of any co-authors (i.e. p_martin-jara, which means it is a poster presented by Martin and Jara)

Here an overview of the timelines

Annex 2. Final papers for INQAAHE Conference

Papers to be presented at the conference need to meet the following requirements in order for them to be included in the proceedings:

Format

All papers must be submitted in Times New Roman size 12, formatted in full flush (left and right), in Word 97-2003 document

Heading

The heading must include the following information:

- Theme
- Title
- Author(s) (name, degrees, position, institution)
- Contact details

Abstract

The heading must be followed by a 250 word abstract, before the full article.

Length

We recommend that the paper does not exceed 5000 words.

Other

Any tables or materials must be integrated into the paper. Slide decks may also be integrated.

NO COPY EDITING will be done on the articles before including them in the proceedings.

The name of the file should indicate clearly the name of the author and the subtheme; this is a recommended form:

Xpaper_name-name, where x is the number of the subtheme, and 'name' is the last name of the author, followed by the name(s) of the co-author(s).

Slide presentations

Slide presentations should be included with the paper. If this is not possible, they must be sent by March 15 at the latest.

The first slide must have the same heading as the article.

The file should have a name such as the following:

Xpres_name-name, where x is the number of the subtheme, and 'name' is the last name of the author, followed by the name(s) of the co-author(s).

Slide presentations will form part of a separate 'e-book' that will be available to delegates.

Annex 3. Referee Assessment Sheet for the INQAAHE Conference

Paper Details	
Paper Number	
Paper Name	
Author(s)	
Sub theme	

Assessment criteria	Yes	No
Is the paper relevant to the sub-theme under which it is presented?		
Is there a clear focus of the paper which will be of interest to the conference delegates?		
Do the argument, development and structure of the paper seem logical, coherent and understandable?		

Tick appropriate option

Overall Recommendation	Accept: _____	Accept with comments: _____ (Add below)	Accept but under other sub-theme _____	Reject: _____

Comments to Author(s)

General comments

Annex 4. INQAAHE Biennial Conference Organisation Timeline

What	Who	When	Deadline date
Approval of venue for biennial conference	Board	24 (Previous biennial conference)	
Appointment of Conference Program Committee (CPC) Chair	Board	24 (Previous biennial conference)	
Appointment of Conference Program Committee members	Board	18	
Establishment of Local Organising Committee (LOC)	Local organisers	18	
Program outline, including themes and subthemes	CPC		
Prepare Budget, comprising all costs, and registration fee	CPC/LOC		
Identification of keynote speakers	CPC		
Set timeline for conference organisation	CPC		
Approval of last 4 items: program outline, themes, keynotes, budget, including registration fee	Board	15	
Logistics planning checklist	LOC	15	
Contact speakers	CPC	15	
Plan pre-Conference workshops	CPC	14	
Approve pre-Conference workshops	Board	14	
Contact workshop leaders	CPC	14	
Preliminary announcement of conference	CPC, LOC, Secretariat	13	
Conference website continually updated	LOC, Secretariat	Continuing	
Public presentation of program	CPC, LOC	12 (Previous INQAAHE Forum)	

Preparation of registration announcement and Call for contributions	CPC	10	
Make Registration announcement, including Call for contributions	CPC, LOC, Secretariat	10	
Review papers	CPC	6	
Contact authors	CPC, Secretariat	6	
Develop INQAAHE Conference Evaluation Form	CPC		
Final program	CPC, LOC, Secretariat		
Identify session chair, day chairs etc.	LOC, CPC		
Final logistics arrangements, e.g. book meeting facilities for Board	LOC	2	
Conference		0	
Analyse evaluation forms	Secretariat	+1	
Finalise finances	LOC	+2	

Timing in months before the conference

Annex 5. INQAAHE Biennial Forum Organisation Timeline

What	Who	When	Deadline date
Approval of venue for biennial conference	Board	24	
Appointment of Forum Program Committee (FPC) Chair	Board	24	
Appointment of Forum Program Committee members	Board	12	
Establishment of Local Organising Committee (LOC)	Local organisers	12	
Program outline, including themes and subthemes	FPC		
Prepare Budget, comprising all costs, and registration fee	FPC/LOC		
Identification of keynote speakers	FPC		
Set timeline for conference organisation	FPC		
Approval of last 4 items: program outline, themes, keynotes, budget, including registration fee	Board	9	
Logistics planning checklist	LOC	9	
Contact speakers	FPC	9	
Plan pre-Conference workshops	FPC	8	
Approve pre-Conference workshops	Board	8	
Contact workshop leaders	FPC	8	
Preliminary announcement of conference	FPC, LOC, Secretariat	8	
Conference website continually updated	LOC, Secretariat	Continuing	
Public presentation of program	FPC, LOC	?	
Preparation of registration announcement and Call for contributions (Forum no Call for contributions)	FPC	7	
Make Registration announcement, including Call for contributions	FPC, LOC, Secretariat	7	
Review papers	FPC	n/a	
Contact authors	FPC, Secretariat	n/a	
Develop INQAAHE Conference Evaluation Form	FPC	2	

Final program	FPC, LOC, Secretariat	2	
Identify session chair, day chairs etc	LOC, FPC		
Final logistics arrangements, e.g. book meeting facilities for Board	LOC	2	
Conference		0	
Analyse evaluation forms	Secretariat	+1	
Finalise finances	LOC	+2	

Timing in months before the conference

Annex 6. Manual for INQAAHE Review

Introduction

One of the purposes of the INQAAHE Guidelines of Good Practice (GGP) is to provide criteria for use in the self and external evaluation of external quality assurance agencies (EQAs). The INQAAHE Board encourages the use of the Guidelines for this purpose.

Good practice in quality reviews requires independent administration of the review, including such aspects as identification of panel members, preparation of the site visit program and selection of interviewees. Thus, in the case of the review of an agency, these functions should be handled by an independent person or organisation, and not the agency itself.

Therefore, as a service to members, INQAAHE organises, on request, reviews of the operation of member agencies. The INQAAHE Secretariat assumes the practical responsibility for organising the review, ensuring good practice in the review process and selecting and briefing the members of the panel to be responsible for the review.

The INQAAHE Board decides whether the review is of a type that INQAAHE is capable of supporting. The INQAAHE Board takes the responsibility of ensuring a thorough review process.

Application

The review starts when a QA agency submits a request for an external review to the INQAAHE Secretariat. The INQAAHE Secretariat informs the INQAAHE Board about the submission and the Board will decide if the agency is eligible for a review. The INQAAHE Secretariat informs the applying agency about the outcome. If the outcome is positive then the INQAAHE Secretariat will propose a time schedule for the review.

The applying agency has to pay INQAAHE 15,000 USD for the review. The fee is needed to cover the honoraria for panel members and the services of the INQAAHE Secretariat. In addition, the agency under review will pay for the travel, accommodation and meals of the panel. A contract between the agency and the INQAAHE Secretariat will be signed to stipulate the mutual rights and duties, including the timing for the review and the payment of the fee.

A self-evaluation report submitted by the applying agency provides the basis for the site visit carried out by the panel. QA agencies seeking a review against the GGP should be required to specifically address their compliance with the GGP in the self-evaluation report. The self-evaluation report should be available well in advance of the site visit so that the report can guide the panel in preparing the program for the visit and thus ensure that all relevant groups of stakeholders are included. A minimum of 6 weeks prior to the scheduled visit would seem to be fair to the review team.

Timeline indication

After the contract is signed, the fee is paid and the necessary documents are submitted the following timeline applies:

- A. Time between the submission of the report and the actual site visit: 2-3 months
- B. Time between the site visit and the submission of the external review report: 1 month
- C. Time between the external review report and decision of the INQAAHE Board: 1 month

The Panel

The INQAAHE Secretariat invites at least three members to join the review panel. The panel is composed of one chair, one secretary and at least one other expert. The agency under review may indicate that there are special qualifications needed for panel members.

Panel members

The members of the panel:

- must have at least 5 years of experience in assessing the quality assurance of programmes and/or institutions in Higher Education
- must have a profound knowledge of QA in an international perspective
- must have been involved in various international QA procedures
- must be aware of cultural differences
- must have strong communication skills (be able to report, present and discuss QA aspects)
- must have basic ICT knowledge

At least one panel member needs to have prior knowledge about the higher education system and culture in the country or region in which the agency operates.

All panel members have to sign a declaration of impartiality to prevent any possible conflict of interest. If the language of the review is not spoken by all panel members the applying agency needs to provide the necessary translation.

The responsibilities of the Secretary, Chair and Expert are described below.

Responsibilities of the Chair

- Writing the draft program for the site visit in consultation with the panel.
- Chairing all panel meetings (on site, preparatory and electronically).
- Reading of all the documents prepared by the applying agency and preparation of questions for the interviews in consultation with the panel (these questions can be used as input for the preparatory meeting of the panel during the site visit).
- Leading the interview sessions and distributing the questions among panel members.
- Giving feedback to the applying agency on the preliminary results of the review at the end of the site visit.
- Giving input to the draft report written by the Secretary and to the comments of the applying agency.
- Signing the final report on behalf of the panel.
- Taking final decisions on behalf of the panel whenever needed.

Responsibilities of the Secretary

- Communication with the applying agency regarding the site visit (e.g. programme, materials, additional information, logistics) after the INQAAHE Secretariat has received the draft programme for the site visit from the panel. The INQAAHE Secretariat will check whether the draft programme includes the relevant stakeholders and will then hand over the preparation of the site visit to the Secretary of the panel.
- Reading of all the documents prepared by the applying agency and preparation of questions for the interviews in consultation with the Chair

(these questions can be used as input for the preparatory meeting of the panel during the site visit).

- Being the main liaison with the applying agency during the site visit.
- Writing of the draft review report in consultation with the Chair and Expert.
- Sending the draft review report to the applying agency and allowing them not more than 2 weeks for comments.
- Receiving the comments from the applying agency, discussing these with the Chair and the Expert, and finalizing the report.
- Sending the final review report as approved by the panel to the INQAAHE Secretariat who will send it to the INQAAHE Board.

Responsibilities of the Expert(s):

- Reading of all the documents prepared by the applying agency and preparation of questions for the interviews in consultation with the Secretary (these questions can be used as input for the preparatory meeting of the panel during the site visit).
- Discussing the documents and questions with the panel.
- Active participation in the discussion of the self-evaluation report during the site visit.
- Giving comments on the draft review report as prepared by the secretary of the panel.

Site-visit

The advised length of a site visit is three days. Travel, accommodation and meals related to the site visit should be organized and covered by the applying agency. The site visit has to consist of meetings with different stakeholders. An example of a site visit program is given below. Please note that in order to discuss the information, also various 'panel only' sessions are part of the programme.

Day 1	Board of the applying agency
	Professional staff of the applying agency
	Administrative staff of the applying agency
	Representatives from the ministry of education
Day 2	Representatives from professional associations

	Rectors or senior management representatives from HE institutions with accreditation experience
	Quality Managers or equivalent with responsibility for the quality assurance portfolio from HE institutions
	Representatives from student associations
Day 3	Staff members with experience from accreditation of programs offered by HE institutions
	Call-back of the Executive Director and staff to clarify issues if necessary
	Feedback to the Board and senior management

Decision Making

After carrying out the site visit the Secretary will write the review report. The review report has to include the following elements:

- Executive Summary
- List of recommendations
- Introduction
- Review against GGP
 - * Findings
 - * Conclusions
- Annex 1 GGP
- Annex 2 Site visit program
- Annex 3 Composition of the panel

The Secretary will send the draft review report to the applying agency and allowing them not more than 2 weeks for comments of fact and emphasis.

The final report (as approved by all panel members) will be send to the INQAAHE Board.

The INQAAHE Board discusses the report and decides whether the result of the review is positive or negative. The outcome of the review will be published on the INQAAHE website and in the INQAAHE Bulletin.

The full report as composed by the panel is going to be published on the INQAAHE website.