



# **INQAAHE Board Procedures Manual**

**March 2016**

## Introduction

The INQAAHE Board Procedures Manual is complementary to the INQAAHE General Procedures Manual posted on the web and accessible to all INQAAHE Members.

It contains the composition and procedures of the Committees and Working Groups that are active in the Board, as well as a number of regulations that apply to Board members. It is posted on the INQAAHE intranet and only accessible to Board members.

This Manual is kept up to date by the INQAAHE Secretariat when procedures are modified.

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# 1. The Board of Directors

The Board of directors shall manage the general affairs of the Network.

The Board of directors' responsibilities, composition and regulations are defined in the Constitution.

The election procedure, general characteristics of Board committees and Board meetings are defined in the General Procedures Manual.

## 1.1. Board meetings

The INQAAHE Board meets face to face at least once annually (at the Conference or Forum). During Board meetings, the latest policy developments are discussed, together with more specific topics.

Whenever necessary, electronic Board meetings are organized. Except when otherwise specified, requirements and conditions of electronic Board meetings are the same as regular Board meetings.

Procedure for calling Board meetings is as follows:

- President in cooperation with Secretariat drafts the Agenda that will be circulated among Board members two weeks prior to the meeting.
- Board members may add new items documents to the Agenda until one week prior to the meeting.
- Agenda approved by the President will be circulated a week prior to the meeting.

During the meeting:

- President will chair the meeting, give the floor, and suggest the end of the discussion for reaching consensus or final vote.
- Secretariat will be responsible for taking notes of the discussion and final agreements that will be part of the minutes.
- President can adjourn the meeting when items are still open.

Whenever ballot is needed, the following has to be considered:

- Ballot will not be secret, except when asked explicitly by any Board member.
- In electronic meetings, ballot will take place electronically for a week. Silent will be considered as abstention.
- Secretariat will be responsible for managing the ballot process unless the ballot involves directly the Secretariat.
- Decision will be made by simple majority of voting members.

Election of Vice-president:

- Call for expressions of interest among Board members.
- Secret Ballot.

Election of Treasurer:

- Call for expressions of interest among Board members.
- Secret Ballot.

Election of co-opted members:

- All Board members may suggest co-opted members. Territorial representation will be ensured besides complimenting expertise.
- Secret Ballot

Ending of the meeting:

- Secretariat will be responsible for taking notes of the discussion and final agreements that will be part of the minutes.
- Minutes will be circulated among Board members for its revision. Final minutes will be prepared based on these comments by Secretary and president.
- Minutes of the Board meetings will be approved by consensus and made public to INQAAHE members through the Intranet.

Roberts Rules will be applicable for conduct of all INQAAHE meetings of Board and other bodies wherever there is no specific provision in constitution or procedures manual.

## **1.2 Representation and travel**

### **Representation:**

As an overarching network for QA agencies in higher education, INQAAHE receives invitations to conferences and QA related events. Should the Board members, including the President, receive such invitations, they are to inform the Secretariat on such an event. The Secretariat should constantly keep the Board up to date on the events INQAAHE is represented.

All the invitations are to be shared at the Board level.

The Board should decide on the value of such a participation if cost is covered by INQAAHE.

The members best positioned to represent INQAAHE should be considered for representation in the events. Invitations received by name by any Board members due to their expertise and other affiliations without any cost to INQAAHE are not covered here.

### **Travel and reimbursement:**

As INQAAHE operates on large amounts of voluntary contributions, members travelling on INQAAHE business are required to meet the cost from other sources, if possible.

If a Board member is invited to represent INQAAHE, and seeks full or partial funding for the travel and accommodation, the following are the relevant parameters:

- The travel should be approved by the Treasure and Finance Committee. The person travelling cannot approve his/her own travel. The travel should be relevant to INQAAHE's strategic objectives.
- The funding level for the travel is by economy class (this allows upgrade so long as the funds are from other sources).
- Subsistence and accommodation are supported at UNESCO's per diem rate for the relevant country.

At the occasion of an INQAAHE Conference or INQAAHE Forum a Board Meeting is usually held one day before the actual event starts. As a contribution towards the extra costs incurred for attending this meeting, the INQAAHE Board has approved a fee for Board members that had to travel from abroad in order to be present in that meeting.

Board meeting reimbursements and honoraria amounts are stated in the financial policy and procedures.

## **2. Committees and working groups**

To execute its many tasks the Board forms several committees and Working Groups, to which also non-Board members may be invited.

Committees deal with INQAAHE regular matters; thus they intend to be stable over time. General Procedures defines at least an Executive Committee, a Treasure and Finance Committee, a Membership Committee and a Recognition Committees. Nevertheless, the Board can create other committees, according to INQAAHE strategic lines, as for example Meetings and events Committee, and Communication and Outreach Committee defined in this document.

Annex 1 lists the committees and their composition that have been formed by the current INQAAHE Board. The Secretariat keeps this list updated.

Working groups, also formed by the Board, deal with specific matters. Once their task finalises, working groups are automatically dissolved.

Both committees and working groups are composed of a maximum of 4 members, all of them Board members (elected and co-opted directors), one of which will assume the chair. Each committee and working group can also include supporting members.

Annex 2 lists the working groups and their composition that have been formed by the current INQAAHE Board. The Secretariat keeps this list updated.

The Board is responsible of forming and dissolving committees and working groups, and appointing and dismissing their members, according to the specific needs.

Committees and working groups will have a chair, appointed by the Board. It is the Chair's job to carry out the following functions:

- Being responsible of the tasks assigned by the Board, with regular information on development and fulfilment.
- Exercising the representation of the Committee or Working Group.
- Deciding when the sessions are going to take place and drawing up the correspondent agenda, taking into consideration, when that is the case, other members' requests, when these have been formulated with sufficient prior notice.
- Chairing the session, moderating the development of the debates and adjourning them for a justified reason.
- Resolving the ties with his/her vote, in order to reach an agreement.
- Assuring the observance of the regulations.
- Performing other functions attached to his/her condition of Chair
- Update quarterly to Board for guidance and approval

Members of Committees and Working Groups are appointed by the Board. It is the members' job to collaborate and participate in those activities affecting the smooth development of the committee or working group they belong to.

## **2.1 Executive Committee**

The INQAAHE Executive Committee is made up of the following members:

- The President (Chair)
- The Vice-President
- The Treasurer
- The Secretary

The responsibilities of the executive Committee are:

- Oversight the execution of the Strategic Plan of INQAAHE
- Oversight of Committee responsibilities
- Oversight of Strategic Plan implementation
- Monitor possibilities for grant funding and apply when applicable
- Mentoring of New Board Members

The INQAAHE Executive Committee is also meant as a body for quick consultations by the president and between its members. It will typically be consulted when unexpected events occur and before proposals are brought to the complete Board for formal decisions.

The Executive Committee meets electronically once a month.

Procedure for calling Executive Committee meetings is as follows:

- President in cooperation with Secretariat drafts the Agenda that will be circulated among EC members two weeks prior to the meeting.

- EC members may add new items documents to the Agenda until one week prior to the meeting.
- Agenda approved by the President will be circulated a week prior to the meeting.

During the meeting:

- President will chair the meeting, give the floor, and suggest the end of the discussion for reaching consensus or final vote.
- Secretariat will be responsible for taking notes of the discussion and final agreements that will be part of the minutes.
- President can adjourn the meeting when items are still open.

Whenever ballot is needed, the following has to be considered:

- Ballot will not be secret, except when asked explicitly by any Board member.
- In electronic meetings, ballot will take place electronically for a week. Silence will be considered as abstention.
- Secretariat will be responsible for managing the ballot process unless the ballot directly involves the Secretariat. Secret ballots will be received by both President and secretary.
- Decision will be made by simple majority of voting members.

Ending of the meeting:

- Secretariat will be responsible for taking notes of the discussion and final agreements that will be part of the minutes.
- Minutes will be circulated among EC members for its revision. Final minutes will be prepared based on these comments by Secretary and President.
- Minutes of the Board meetings will be approved by consensus and circulated among the Board.

## **2.2 Treasurer and Finance Committee**

The INQAAHE Treasurer and Finance Committee is made up of the following members:

- The Treasurer (Chair)
- The Secretary
- EC acts as advisory committee of FC

The responsibilities of the Treasurer and Finance Committee are to recommend following to the Board:

- Budget development and monitoring
- Review current fee structures
- Develop policies on members fees/contributions for conferences/meetings and create a structure for donations
- Approve funding for Board members travel and accommodation



The Treasurer is selected by the Board and is responsible for the finances of the Network. In terms of communication this means providing statements to the Board about the financial situation of the Network and presenting budgets before the General Assembly.

Since all financial transactions happen via the Secretariat, there is a strong intertwining between the activities of the Treasurer and the Secretariat.

The Secretariat, where all financial transactions take place, prepares a financial statement after each quarter. This is first sent for approval to the Treasurer and Treasurer and Finance Committee. After his approval the Quarterly statements are sent for information and approval to the full Board.

The three budgetary statements (accounts of past year, budget of the present year, budget proposal for the next year), which have to be brought before the General Assembly by the Treasurer, are following the same path before being brought before the Board and then the General Assembly.

The financial policy and procedures issued and approved in 2014 states that Accounts will be externally audited every four years.

All annual financial transactions are placed for approval of General assembly and placed on members only area of INQAAHE website.

## **2.3 Membership Committee**

According to the Constitution the Board is responsible for the The INQAAHE Board has delegated its power for the admission of new members to a Membership Committee. So, the responsibilities of the Membership Committee are:

- Admission of new members to the Network. The applicants refused can appeal to the Board.

The Membership Committee should preferentially include members with ample experience, considering that INQAAHE regularly receives applications from applicants that are not bona fide.

The procedure to reach decisions in the Membership Committee is via the INQAAHE website. As soon as an applicant has submitted an application via the website and paid the administrative fee, all members of the Membership Committee, receive an e-mail inviting them to consult the application file on the webpages and to cast a vote. There is also a possibility to ask the applicant for additional information. As soon as majority decision is reached between the members of the Membership Committee the Secretary introduces the decision into the website pages and an automatic letter is generated to the applicant, who is invited to pay the rest of his/her membership fee. Membership only starts when full payment is received.

Secretary is the responsible to contact the applicants to propose to modify their applications if it is necessary (If an application is received for Affiliate, when it is clear from the submitted information that the applicant could also qualify for the Associate Member status).

Secretariat is responsible of the follow-up of the duties of members, such as annual fee. INQAAHE membership will expire upon non-payment of annual dues. However, INQAAHE will make every effort to notify members of the need to pay their dues to avoid being dropped and will carry members on the INQAAHE membership directory for not more than one year after non-payment of annual dues. Members will receive a final notice that their membership has been removed for non-payment of dues after being invoiced two years in a row and failing to pay the annual dues by the specified dates in the invoices.

A late fee for any INQAAHE member who does not pay their annual membership fee by the due date specified on the invoice. The late fee assessment will be equal to 10% of the annual membership dues invoiced for any given year.

## **2.4 Recognition Committee**

The responsibilities of the Recognition Committee are:

- Reviewing External Quality Assurance Agencies against their alignment to the Guidelines of Good Practice (GGP)
- Keeping updated a procedures manual for GGP reviews.

The procedure to reach decisions in the Recognition Committee is via the INQAAHE website. As soon as an application is received, the Secretariat launches the web application, which means that the members of the Recognition Committee receive an e-mail inviting them to consult the application file on the web and to cast a vote.

As soon as consensus is reached between the members of the Membership Committee the Secretary, who acts as Convener, composes a draft recommendation to the INQAAHE Board.

## **2.5 Meetings and events Committee**

The responsibilities of the Meeting and events Committee are:

- Preparing next meetings (Forum or Conferences) coordinated with the host.
- Developing Focused Workshops

The Meetings and Events Committee will be responsible, jointly with the host, of all tasks related to organising the event (programme, key speakers, break-out sessions, etc.). All these will be carried out in accordance and in continuous consultation of the Board.

## **2.6 Communication and outreach Committee**

The responsibilities of the Communication and outreach Committee are:

- Managing Publications on the Journal, ensuring that the outcomes of our research grants are published.
- Research and publications: Administering grants (development/capacity building and research) and scholarships (QAP).

- Promoting INQAAHE's visibility and reputation worldwide: Liaising with networks promoting INQAAHE through organization of joint conferences and organization of capacity building events at the invitation of different agencies.
- Taking care of outgoing information on INQAAHE along with the Secretariat: Website, Newsletters, INQAAHE branding, Publications with INQAAHE.

In case, any of the above-mentioned needs outsourcing, a tendering procedure through the Secretariat and Treasure and Finance committee applies.

Once a development within the frames of the responsibilities above is registered at the Committee level, the Chair submits the recommendations for decision taking to the Board. The Board takes decision on the final outcomes and outputs.

## Annex 1. INQAAHE Board Committees 2015-2018

COMMITTEES	RESPONSIBILITIES	BOARD MEMBERS	SUPPORTING MEMBERS	STRATEGIC GOALS / OBJECTIVES BEING MET
<b>Executive</b>	<p>Oversight of Board responsibilities</p> <p>Oversight of Committee responsibilities</p> <p>Oversight of Strategic Plan implementation</p> <p>Monitor possibilities for grant funding and apply when applicable</p> <p>Mentoring of New Board Members</p>	<p>Jagannath Patil (Pres)</p> <p>Susanna Karakhanyan (VP)</p> <p>Jawaher al-Mudhahki (Treasurer)</p> <p>Martí Casadesús (Secretary)</p>		ALL
<b>Treasure and finance</b>	<p>Budget development and monitoring</p> <p>Review current fee structures</p> <p>Develop policies on members fees/contributions for conferences/meetings and create a structure for donations</p>	<p>Jawaher al-Mudhahki (Treasurer)</p> <p>Martí Casadesús (Secretary)</p>		Obj. 1.4
<b>Membership</b>	<p>Review/approve new member applications</p> <p>Consultant database</p> <p>Query Service</p> <p>Database of Good Practices</p>	<p>Pauline Tang (Chair)</p> <p>Susanna Karakhanyan</p> <p>Martín Strah</p> <p>Maiki Udam</p>		<p>Obj. 1.2</p> <p>Obj. 1.3</p> <p>Obj. 2.1</p> <p>Obj. 2.2</p>

				Obj. 3.3 Obj. 4.2
<b>Recognition</b>	GGP Alignment – INQAAHE Reviews	Yvonne Marshall (Chair) Martin Strah Carol Bobby Erika Soboleva		Obj. 2.1 Obj. 2.3 Obj. 4.4
<b>Meetings and Events</b>	2016 Forum 2017 Conference Developing Focused Workshops	Maiki Udam (Chair) Erika Soboleva Pauline Tang Jawaher al-Mudhahki		Obj. 1.3 Obj. 2.1 Obj. 2.3 Obj. 4.3 Obj.4.4
<b>Communications and Outreach</b>	Journal Research & Publications Liaising with Networks Promoting INQAAHE’s visibility and reputation worldwide	Susanna Karakhanyan (Chair) Yvonne Marshall Pauline Tang Eddy Chong	Lee Harvey (journal editor)	Obj. 1.1 Obj. 2.1 Obj. 3.1 Obj. 3.2 Obj. 4.1 Obj. 4.3 Obj. 4.4

## Annex 2. INQAAHE Working Groups

WORKING GROUP	RESPONSIBILITIES	MEMBERS
<b>Majorie Peace Lenn Centre</b>	Transfer the Majorie Peace Lenn Centre to INQAAHE	Carol Bobby (Chair) Yvonne Marshall Susanna Karakhanyan Tashmin Khamis
<b>Strategic Plan Review</b>	Review the strategic plan	Jagannath Patil (Chair) Pauline Tang Eddy Chong Anthony McLaran
<b>Constitution Revision</b>	Review the Constitution	Pauline Tang (Chair) Carol Bobby Erika Soboleva Anthony McLaran
<b>Silver Jubilee</b>	Preparing the Silver Jubilee celebration in Fiji's Forum	Jagannath Patil (Chair) Jawaher al-Mudhahki Susanna Karakhanyan Maiki Udam Erika Soboleva