INQAAHE Newsletter
December 2016

The INQAAHE Newsletter is your International Network for Quality Assurance Agencies information hub. This publication aims to provide the latest in QAA and industry trends and news to our subscribers. Contributions are most welcome – please email to secretariat@inqaahe.org.

Message from the President

Welcome to the fourth edition of INQAAHE quarterly bulletin 2016!

The issue highlights major developments in the field of quality assurance of higher education internationally. It covers major achievements of the INQAAHE valued members as well as endeavours by different regional and national quality assurance bodies in joining the efforts to serve the higher education systems, enhance quality in higher education to ensure a better learning environment for students and societal cohesion at large.

We are also happy to share information on the major INQAAHE upcoming event - the INQAAHE 14th Conference proudly hosted by the *Education & Training Quality Authority (BQA)*, in Manama, the Kingdom of Bahrain from 27th of February-2nd of March, 2017. We hope the unique platform the Conference offers will be beneficial for professional expertise, experience exchange and promotion of future cooperation ties. The pre-conference workshops are specifically designed to address some of the most challenging issues in higher education internationally. Lead specialists in the field are invited to deliver the workshops. The Conference itself provides a robust platform for learning and experience exchange between different bodies responsible for higher education in general and quality assurance in particular. It aspires to set the stage for enhanced vertical and horizontal cooperation between governments, UNESCO, INQAAHE, regional networks, quality assurance bodies and other key players in higher education.

Back to back to the INQAAHE Conference, under the auspices of UNESCO, INQAAHE in cooperation with ANQAHE and BQA organises a regional event on quality assurance in the MENA region – in preparation for *the International Conference on Quality Assurance* to be held in Paris, 2018 under the sponsorship of UNESCO and co-organised by INQAAHE/ICDE/CoL/CHEA(ICQG)/WB.

Further, the center piece of the issue is the success stories of our members due to the valuable contribution of INQAAHE in their developmental activities. Due to the capacity building opportunities offered by INQAAHE an Accreditation Council was established in Bangladesh in 2016 through adoption of the "Accreditation Council Act 2016" by the government under the auspices of the World Bank.

The issue also highlights a success story on the establishment of a robust IQA system in Chinhoyi University of Technology in Zimbabwe, which became possible through participation of the lead implementer of the IQA system in the INQAAHE Quality Assurance Programme offered by the University of Melbourne.

You will also find valuable information on the current and upcoming events in quality assurance worldwide, which will help you in orienting and prioritising the role of each in the enhancement of your quality assurance systems.

I hope you find the issue useful in informing you on the most recent developments in quality assurance worldwide.

Best regards,

Susanna Karakhanyan,

INQAAHE 7th President

News from the Secretariat

Membership Mutations

INQAAHE welcomes the following new members:

- [Mohammad Ali Jinnah University (M.A.J.U)](#) (Associate Member). Pakistan.
- [Universidad Andrés Bello (UNAB)](#) (Associate Member). Chile
- Yvonnette Marshall (Affiliate). Jamaica.
- [Fiji National University (FNU)](#) (Associate Member). Fiji
- [Gulf College (GC)](#) (Associate Member). Oman
- [International Association for Management Development in Dynamic Societies (CEEMAN)](#) (Full Member). Slovenia.
- [Pakistan Institute of Development Economics (PIDE)](#) (Associate Member). Pakistan
- [University of Sindh (Usindh)](#) (Associate Member). Pakistan
- [University of Engineering and Technology (UET)](#) (Associate Member). Pakistan

INQAAHE Conference 2017, 27 Feb-1 Mar 2017, Bahrain

Conference 2017 is coming! "Between Collaboration and Competition: The Promises and Challenges for Quality Assurance in Higher Education"

27 February – 2 March 2017, Gulf Hotel – Kingdom of Bahrain

Program and practical information, available at the [Conference website](#)

For further information, do not hesitate to contact INQAAHE Secretariat

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News from Members

ARACIS – Romania and ANACIP – Republic of Moldova extend their cooperation in Quality Assurance of Higher Education

The Romanian Agency for Quality Assurance in Higher Education – ARACIS, Romania and the National Agency for Quality Assurance in Professional Education – ANACIP, Republic of Moldova are continuing and extending their cooperation aiming to promote and develop their relations, to enhance quality assurance in higher education in both neighbouring countries. The Partnership Agreement between the two agencies has been drafted and is now ready to be signed by the two parties.

The two agencies have already been involved in several common activities, such as the exchange of good-practices in external evaluation of study programmes and Higher Education Institutions (HEIs). In 2016, ARACIS was invited to participate in the project 'Partnerships for Quality and Relevance in ICT Vocational Education in Moldova' organised by the Educational Center PRO DIDACTICA of Chisinau. The project which is funded by the Austrian Development Agency and the Romanian Government, runs from December 2015 till November 2018.

For the first stage of this project, 12 representatives of ANACIP – Council members and technical experts – visited ARACIS in Bucharest in May 2016 to familiarise themselves with the following:

- ARACIS procedures and experience in the internal management of the agency and its Council
- organisational problems related to administration and budgeting
- selection, training and monitoring of the activities of ARACIS experts and evaluators
- good practices in post-evaluation/follow-up procedures for study programmes and HEIs

Special attention was also given to ARACIS experience in drafting Self-Assessment Reports for applying for ENQA full membership and EQAR registration.

In June 2016, an additional training session, with the participation of ARACIS experts, took place in Chisinau. The objective of the session was to give ANACIP evaluators an outline of ARACIS standards and procedures of external evaluation of study programmes and HE institutions. Following this event, experts from ANACIP were invited and participated as observers at three (3) ARACIS external evaluations of study programmes and HEIs in Romania in November 2016.

These occasions were also used to set the principles of the Cooperation Agreement between ARACIS and ANACIP.

News from Members

FAST-NU QEC presented a research paper and co-chaired a technical session on quality in higher education at the 14th International Conference of Statistical Sciences in Multan

Mr Farrukh Idrees, Manager of QEC, FAST-NU Pakistan co-chaired a technical session and presented a research paper on quality in higher education at the 14th International Conference on Statistical Sciences organised by the Islamic Society of Statistical Sciences in December 2016 in Multan. More than 100 research papers were presented on the application of statistics in education management, manufacturing, energy management, etc. by scholars and professionals at the conference. The participating jury, scholars and practitioners were keenly aware of the significance of the research paper presented by FAST-NU QEC for enhancing the standards of education. A certificate of appreciation was awarded by the jury to Mr Farrukh Idrees for his research on the emerging theme of quality in higher education.

Other activities of FAST-NU QEC have been the following:

- Faculty Development Training Workshop on 'Modern Tools of Quality Assurance' at University of Gujrat

- participation in a National Seminar on Quality in Higher Education

- presentation of the FAST-NU QEC milestones for 2015-16 at the HEC QEC Progress Review Meeting held on 6 October 2016. The meeting was attended by QEC Directors of 15 W category universities of Pakistan, W being the highest of four categories in their infrastructure.

- participation in a workshop on Six Sigma in Higher Education at IQRA University, Karachi.

IQRA University awarded a certificate of appreciation to FAST-NU QEC and others on their active participation during the session.

Strengthening of Human Resources Management in Higher Education Institutions (HEIs)

The Croatian Agency for Science and Higher Education (ASHE) is the leader of the Modernisation of HEIs through enhancement of Human Resources Management function (HRMinHEI) project co-funded by the Erasmus+ programme, in partnership with HEIs from Croatia and Europe: Faculty of Humanities and Social Sciences in Rijeka, University College Algebra (Croatia), Danube University Krems (Austria) and the University of Tampere (Finland).

The project which started in September 2016 will end in September 2018. The purpose of the project is to strengthen Human Resources Management in HEIs and the development of innovative self-assessment tools for benchmarking Human Resources Management.

The general objectives of the project are:

- to improve the organisational efficiency and effectiveness of HEIs as well as to increase their global competitiveness

- to encourage and improve the contribution of HEIs to economic growth and social development by enhancing the quality of human capital development in higher education

- to stimulate excellence of European HEI staff and cooperation with the European Higher Education Area (EHEA)

The project outputs are documents and tools that will benefit project partners, as well as HEIs throughout EHEA. These include:

- Review of national policies on Human Resources Management in European higher education

- An online self-assessment tool as Open Educational Resources (OER) for the purpose of a systematic evaluation and benchmarking of Human Resources Management at European HEIs

- Documented Human Resources Management processes developed at HEIs (partners in the project) as a model for other HEIs

- Guidelines for the development of the Human Resources Management in HEIs in Croatia, Austria and Finland

The HRMinHEI project complements the main determinants of the Erasmus+ programme and the EU Modernisation Agenda for higher education adopted in 2011.

News from Members

Gulf College intensifies global academic integrity through partnership with CMU

By: Dr Joseph B. Cuarteros, Quality Assurance Coordinator

Gulf College (GC) continues its efforts to intensify quality service deliverance, educational parameters and overall efficiency structure as the institution gains recognition from the international academic arena. In its quest to fulfil its mandate to provide quality education to students, GC recently announced the launch of a Cardiff Metropolitan University (CMU) programme wherein the latter reinforces long standing educational affiliations with GC. Both GC and CMU also presented their action plans in line with global sustainability measures.

The CMU programme is held under the auspices of His Highness Sayyid Mohammed bin Thuwaini bin Shihab Al Said, Chairman of GC's Board of Trustees, along with His Excellency Jon Wilks, British Ambassador to Oman, Ms Barbara Wilding, Chancellor and Chair of the Board of Governors, Prof. Mohamed Loutfi, Pro Vice-Chancellor, Cardiff Metropolitan University and the leadership of the Chairman of the Board of Directors and Vice-Chair of the Board of Trustees, Dr Issa bin Sabeel Al Bulushi and Dean Prof. Dr Taki Al Abduwani.

This partnership is an outcome of the GC strategy for the years 2014-2019 which focuses on the investment on GC facilities and partnership: the strategy has seven (7) goals and 22 performance indicators. The outcomes of the year 2014 are the baseline for each indicator with an annual target increase which will be benchmarked with CMU. In 2014, GC moved to its new campus with a total investment of USD 40 million and a builtup area of 67,200 sq m with 1,000 car parking spaces. The new campus is equipped with facilities such as lecture halls, classrooms equipped with IPTVs, assignment and IT labs, a library, cafés and restaurants, a clinic, a hostel, prayer halls, a landscaped garden, an auditorium with a total capacity of 1000, an outdoor Roman Theatre, a gym, an indoor sports stadium and a playground.

His Highness Sayyid Mohammed bin Thuwaini bin Shihab Al Said, Chairman of the Board of Trustees and His Excellency Jon Wilks, British Ambassador to Oman, and Prof. Mohamed Loutfi, Pro Vice-Chancellor, Cardiff Met University as they received tokens from Dr Issa bin Sabeel Al Bulushi, Chairman of the Board of Directors and Vice Chair of the Board of Trustees, while Ms Barbara Wilding, Chancellor and Chair of the Board of Governors, gave a token of appreciation to Dean Prof. Dr Taki Al Abduwani.

Director QEC – KASBIT as a Resource Person for ISO 9001 Awareness Session at Indus University

The Director of QEC, Khadim Ali Shah Bukhari, Institute of Technology (KASBIT) Karachi, Pakistan was invited as a resource person for a seminar on ISO 9001 standards at Indus University, Karachi. Deans, heads of faculty and administrative departments, faculty members and administrative staff attended the session. The ISO 9000 process helps in the creation of value by establishing a virtuous cycle of discussions among different participants in higher education. This in turn helps to make HEIs more quality oriented. A discussion which focused on the process of ISO 9000 and its standards, and what a HEI needs to prepare to attain the ISO was held. The session ended with a Q&A session and a word of thanks by the Director of QEC, Indus University.

Bengaluru Statement - 2016 on Next Generation Quality Assurance of Higher Education calls upon QA organisations to join hands as Global QA Community

The Bengaluru Statement - 2016 on 'Next Generation Quality Assurance of Higher Education: A Shared Vision and Commitment for Fostering Partnership Beyond Borders', which was the culmination of the global summit organised by National Assessment and Accreditation Council (NAAC) and Asia-Pacific Quality Network (APQN) will be counted as a major landmark in the history of higher education quality assurance.

NAAC organised the 'Global Summit on Quality Higher Education: Sharing Values and Fostering Trust Beyond Borders' on 16-17 September 2016 at Bengaluru. The global summit was organised in collaboration with APQN. Over 120 delegates including 23 representatives of about 20 countries attended the summit. This event also marked the 23rd Foundation Day of NAAC.

News from Members

Historical Event

This global summit is described as a landmark event in the history of higher education quality assurance for two (2) main reasons:

- It was for the first-time key quality networks and agencies from Asia, Europe, America and Africa collaborated as partners and assembled on the same platform. Global partners included organisations such as:
    - Council for Higher Education Accreditation (CHEA, USA)
    - European Association for Quality Assurance in Higher Education (ENQA)
    - European Consortium for Accreditation in Higher Education (ECA)
    - Arab Network for Quality Assurance in Higher Education (ANQAHE)
    - ASEAN Quality Assurance Network (AQAN)
    - Asia Pacific Quality Register (APQR)

    and leading quality agencies including:
    - the Quality Assurance Agency for Higher Education (QAA, United Kingdom)
    - Tertiary Education Quality and Standards Agency (TEQSA, Australia)
    - National Authority of Qualifications and Quality Assurance for Education and Training (QQA, Bahrain)
    - and Tertiary Education Commission (TEC, Mauritius)
    - Malaysian Qualifications Agency (MQA)
    - The Accrediting Agency of Chartered Colleges and Universities in the Philippines (AACCUP)
    - Higher Education Evaluation and Accreditation Council of Taiwan (HEEACT)
    - National Institution for Academic Degrees and Quality Enhancement for Higher Education (NIAD-QE, Japan) etc.

    The global summit aimed to address current issues by initiating dialogues among key stakeholders and leaders of the global higher education quality assurance community.

- Bengaluru Statement – 2016 on Next-Generation Quality Assurance of Higher Education. Facilitated by the National Assessment and Accreditation Council (NAAC), APQN together with 16 global quality assurance bodies re-enforced the spirit of global co-operation in higher education quality assurance.

The inaugural address, delivered by the Minister of Human Resource Development (MHRD, India) Shri Prakash Javadekar Ji, through a video message set the tone of the summit, highlighting India's commitment to the cause of quality higher education.

The Bengaluru Statement – 2016 was presented to the assembly by Dr Jagannath Patil, convener of the global summit. Prof. D. P. Singh, Director of NAAC and Prof. Dr Jianxin Zhang, President of APQN, moved the motion for approval of the statement. The same was seconded by Dr Judith S. Eaton, President of CHEA, USA and adopted unanimously by the assembly of the summit.

In the presence of the Minister of State (Higher Education), MHRD, India, Dr. Mahendra Nath Pandey Ji, the summit adopted 'Bengaluru Statement 2016 on Next-Generation Quality Assurance of Higher Education: A Shared Vision and Commitment for Fostering Partnership beyond Borders' on 17 September 2016. This statement will go a long way to strengthen global partnerships amongst various international, regional and national networks and quality assurance bodies.

Impact of NAAC summit on a global level

The most important aspect of the global summit was to bring together the key players of higher education and quality assurance systems on one platform to share the vision and commitment. The presence of leaders of the three (3) biggest higher education systems in the world namely, the United States of America (USA), China and India provided a strong setup for a global policy dialogue. Also present were key international players such as the United Kingdom (UK), Australia, Japan, Philippines, Taiwan, Malaysia, United Arab Emirates (UAE), Mauritius and also representatives from the European and Arab networks. These global leaders in higher education quality assurance shared their national, regional and global perspectives and contributed to developing a common agenda for the international quality assurance community.

The NAAC summit was organised by NAAC, India and co-organised by APQN in partnership with 16 leading QA organisations including networks and QA agencies from Asia Pacific, Europe, America, Africa and Arab regions, on 16-17 September 2016 at Bengaluru, India. Re-affirming previous commitments such as the Nagoya Declaration on Higher Education for Sustainable Development - 2014, and Incheon Declaration - 2015 'Education 2030: Towards inclusive and equitable quality education and lifelong learning for all', the Bengaluru Statement – 2016 expressed the intent and aspirations for:

- Cooperation among quality assurance networks and organisations to dissolve boundaries for quality higher education
- Endeavouring to foster Trust Beyond Borders in higher education quality assurance
- Sharing global information resources
- Promoting values and ethical practices in quality assurance
- Sharing and promoting good practices
- Strengthening of capacity building

News from Members

- Developing strategies and resources for the next generation quality assurance in the age of technology
- Resource mobilisation for quality assurance
- Strengthening professionalism in quality assurance

The Bengaluru Statement – 2016 called upon quality assurance networks, organisations and stakeholders of higher education to join hands and commit to working together to enhance quality in higher education in service of students and society.

NAAC, APQN and other partners have agreed to deliberate further on this statement and develop action plans by making specific commitments to deliver on various issues raised for the benefit of quality in higher education.

Prof. Virander S. Chauhan, Chairman of EC-NAAC; Prof. D. P. Singh, Director of NAAC; Dr Jagannath Patil, Adviser of NAAC and convener of the global summit, and all NAAC authorities and officials played a crucial role in organising this landmark event, which has been acclaimed by the global quality assurance community.

Global Partners in Higher Education Quality Assurance during the adoption of Bengaluru Statement 2016 on Next-Generation Quality Assurance of Higher Education at the Global Summit organised by NAAC at Bengaluru in presence of Dr. Mahendra Nath Pandey, Minister of State (HE), MHRD, India

Washington Accord Evaluation Team Visits National University of Sciences and Technology (NUST), Pakistan

Pakistan Engineering Council (PEC), is a provisional member of the Washington Accord that facilitates mobility of engineering graduates and professionals at the international level. In pursuance to grant permanent membership and signatory accreditation, the Washington Accord evaluation team visited various universities in Pakistan.

On 20 November 2016, the team, headed by Basil Wakelin (team chair), Colin Peter Smith and Dr Jung Soo Kim (members), visited National University of Sciences and Technology

(NUST), in particular NUST Institute of Civil Engineering (NICE) and School of Mechanical and Manufacturing (SMME). The team appreciated the engineering education practices adopted and academia-industry relationship established by the institutions.

The team also applauded the efforts made by PEC in improving engineering education standards across the board.

An update from the Quality Assurance Agency for Higher Education (QAA)

An independent body entrusted with monitoring and advising on standards and quality in UK higher education.

QAA international activity

With two decades of experience, QAA plays an active role in international developments in quality assurance, working with government bodies, quality agencies and universities worldwide. Transnational education (TNE) is a significant and growing activity of UK higher education providers. In order to respond to this growth, QAA, working with the four (4) higher education funding bodies in the UK has developed a new approach to TNE Review. The consultation on the new arrangements took place on 23 November - 23 December 2016.

Capacity building, system-to-system support, reviewers training and enhancement

In addition to working internationally to ensure the quality of UK HE offered overseas, QAA offers consultancy services to government bodies and quality assurance agencies across the world to build capacity and enhance their approach to assuring the quality of higher education in their countries. Alongside the national level capacity building, our services extend to individual institutions that wish to develop their own internal approaches to quality. More information is available here: www.qaa.ac.uk/Global or contact innovation@qaa.ac.uk.

Support for professional development

To support professional development of staff who work in higher education and are interested in principles and

News from Members

approaches to quality assurance in the UK, QAA is launching a new online training called 'Concepts of Quality'. This online training programme provides an introduction to UK Higher Education Quality Assurance and would be beneficial to colleagues who have started roles in quality assurance. More information is available here: www.qaa.ac.uk/concepts-of-quality.

7th International Quality Assurance Programme (IQAP), Dubai, 5- 9 March 2017

Following the success of six (6) IQAP programmes hosted in London, where we welcomed more than 100 quality practitioners and leaders from over 35 countries, we are pleased to announce that our next five-day, face-to-face training course for experienced HE professionals will be held in Dubai. To find out more, please visit www.qaa.ac.uk/iqap.

QAA International Quality Review- application window is open!

Institutions are now able to apply for International Quality Review (IQR). IQR offers HEIs outside the UK the opportunity to have an evidence-based peer review by QAA. The review is designed to analyse and reflect on the institutions' own quality assurance approaches, to challenge and benchmark these against international quality assurance standards and to support them in driving improvement and excellence in their own quality assurance approach.

Successful reviews enable institutions to demonstrate that their own approach to quality assurance are not only effective but also comparable with international best practices. IQR is especially relevant to institutions seeking to attract more students, strengthen global positioning or looking to form long-lasting partnerships with UK institutions. To find out more, go to www.qaa.ac.uk/iqr.

The 1st Higher Education Conference organised by the Shaheed Mohtarma Benazir Bhutto Medical University (SMBBMU)

Shaheed Mohtarma Benazir Bhutto Medical University (SMBBMU) Larkana organised an International Conference on 'Higher Education in Pakistan: Challenges and Problems' held on 4-6 November 2016 at the University's main campus near Indus Valley Civilization (Moen-jo-Daro). A number of Vice-Chancellors, directors and educationists participated as keynote speakers.

Malaysian Consul General in Karachi, Ismail Mohamad Bkri was the guest of honour as well as a keynote speaker for the event. He inaugurated the conference on 'Higher Education in Pakistan: Challenges and Problems' and spoke about the education highway and on-going joint programmes in higher education in the country.

He compared the education systems of Pakistan and Malaysia and said that the literacy rate was 50 percent Pakistan, and around 94 percent in Malaysia. "It's because we spend more on education. We not only have own our institutions but we also authorise them to run their affairs independently," he explained.

SMBBMU Vice-Chancellor Prof. Dr Ghulam Asghar Channa talked about the management issues of public sector universities and said that the conference was a productive meeting of professors, as well as the teaching faculty and students of SMBBMU.

"It provided a forum for arriving at far-reaching results and opening new avenues in the field of research, management and the development of future curricula. The conference also provided an opportunity for scholars to discuss new discoveries and research carried out in various fields in medical education," SMBBMU Vice-Chancellor said.

Prof. Kalimullah Thaheem, a well-known scholar, focused on international challenges in the field of medical education. Prof. Dr Pervaz Balouch, Vice-Chancellor of Lyari University and Prof. Lubna Baig, Pro Vice-Chancellor of Jinnah-Sindh Medical University also spoke at the conference.

TEQSA leads Bali APEC workshop on online education

Australia's unique experience in ensuring the delivery of quality online learning was shared with fellow Asia-Pacific Economic Cooperation (APEC) countries including Vietnam, China and Mexico at a workshop in Bali, Indonesia.

The Tertiary Education Quality and Standards Agency (TEQSA), Australia's national quality assurance and regulatory agency for higher education, led the Quality Assurance in Online Education workshop.

TEQSA is also developing a toolkit to guide institutions and regulatory agencies in the APEC region. TEQSA Chief Executive Anthony McClaran said the opportunity to collaborate with like-minded education professionals, who agreed on the principles underpinning quality online education, was the highlight of the event.

"Helping economies to get the quality assurance settings right for higher education and online learning in particular builds confidence in national and regional education networks and promotes student mobility," Mr McClaran said.

"Many students now study online-only courses, but the most common form of online education is blended learning where students can engage in a mix of face-to-face activities, use online resources or participate in online testing."

News from Members

He said TEQSA's principles and standards approach to quality assurance in Australia's diverse higher education sector, its model for regulation and processes for protecting and assuring quality in online learning were unique.

"Australia's experience illustrates progress on the continuum of online learning models and methods and how it can be integrated into existing quality assurance frameworks. As economies in APEC, we can all learn from each other's experience."

The workshop was hosted by the Australian Government Department of Education and Training and funded through the Department of Foreign Affairs and Trade.

APEC is a forum for 21 Pacific Rim member economies that promotes free trade throughout the Asia-Pacific region.

TEQSA Chief Executive Anthony McClaran led the APEC Quality Assurance in Online Education workshop in Bali. He is pictured (left to right) with Astrida Upitis and Kim Cleary, Counsellors from the Department of Education and Training, and Professor Belinda Tynan, Deputy Vice-Chancellor at RMIT University

News from Networks

ENAEE - 10 years of building trust

On 8 February 2006, the European Network for Accreditation of Engineering Education (ENAEE) was established by eight (8) founding institutions. This was the result of six (6) years of preparatory work, rooted in the Bologna process and supported by the Socrates and Tempus programmes of the European Commission.

On 23 November 2016, a conference was held in Rome, in conjuction with ENAEE Administrative Council and General Assembly meetings, to celebrate the ENAEE 10th anniversary. In ten (10) years, ENAEE has developed significant experience in sharing common sets of standards and tools for accreditation of engineering degree programmes in Europe and in an increasing number of countries. During this period, efforts were made to build a common framework to upgrade the quality of engineering education while coping with the diversity of national education systems and professional organisations. By the end of 2016, 13 authorised agencies had awarded EUR-ACE labels to about 2,500 programmes in 300 universities in 32 countries.

The conference gathered about 60 members of ENAEE and representatives of European partners and stakeholders. The first session, '10 years of trust building', was aimed at taking stock of ENAEE activities, with the testimony of a university (KU Leuven) which had recently undergone accreditation of its engineering degree programmes and of an agency (MUDEK, Turkey) which had been authorised to award the EUR-ACE label to its accredited engineering degree programmes.

The second session, 'A look forward', considered future issues for engineering education with talks by representatives of the European Commission and of the International Engineering Alliance. The Secretary General of the European Council of Engineering Chambers presented the main outputs of the European Common Training Framework (ECTF) project supported by the European Commission, which proposes the use of the EUR-ACE Framework Standards and Guidelines to define the education element of engineering formation in Europe. The Conference closed with a round table where the Chairs of European Federation of National Engineering Associations (FEANI) and of European Society for Engineering Education (SEFI) debated with a representative of industry.

Preliminary discussions were held between ENAEE, FEANI and SEFI on the establishment of a platform for the engineering profession, to be called 'Engineers Europe'. It is hoped that Engineers Europe will become a platform for a unified voice on relevant matters for the engineering profession in Europe.

News from Networks

It appears that the EUR-ACE Framework Standards and Guidelines have proven their reliability and their adaptability as quality standards for the diversity of national contexts for professional frameworks (as the ECTF) and for national quality assurance systems in engineering education.

ENAEE – European Network for Accreditation of Engineering Education - www.enaee.eu

ENQA's members and affiliates meet in Gloucester for annual General Assembly

The ENQA General Assembly, hosted by the Quality Assurance Agency for Higher Education (QAA), took place on 20-21 October 2016 in Gloucester, United Kingdom. On this occasion, Caty Duykaerts (AEQES, Belgium) who was re-elected to the Board for a second term of three (3) years, and Christoph Grolimund (AAQ, Switzerland) were re-elected as ENQA Vice-Presidents. Nora Skaburskienė (SKVC, Lithuania) who had been elected in April to replace Daisuke Motoki (FIBAA, Germany) and Eva Ferreira García (Unibasq, Spain) were elected to their first full term of three (3) years on the ENQA Board. Teresa Sánchez Chaparro (CTI, France) was reappointed as Treasurer. During its November meeting, the ENQA Board decided not to exercise the right of co-option, as the current Board was satisfied with its composition.

Members present at the General Assembly endorsed the Board's earlier decisions to grant membership to the Aragon Agency for Quality Assessment and Accreditation (ACPUA, Spain) and to reconfirm membership for the Danish Accreditation Institution (AI, Denmark) and the Swiss Agency of Accreditation and Quality Assurance (AAQ, Switzerland). The decision to grant the European Council on Chiropractic Education (ECCE, Germany) 'member under review' status was endorsed as well. The reports and other materials relating to the reviews are available on the Review Reports and Decisions page of the ENQA website.

The General Assembly also endorsed the Board's earlier decisions to admit three new affiliates:
- the Valencian Agency for Strategic Assessment and Forecasting (AVAP, Spain)

- the Cyprus Agency of Quality Assurance and Accreditation in Higher Education (DIPAE, Cyprus, whose affiliation was transferred from CEEA)
- Music Quality Enhancement, the Foundation for Quality Enhancement and Accreditation in Higher Music Education (MusiQuE, Belgium, whose affiliation was transferred from AEC) engineering education in Europe. Their generic character makes them most appropriate as the academic core for

Handbook for internal quality management in competence-based higher education

ENQA is involved as a partner in an Erasmus+ project called 'Internal Quality Management: Evaluating and Improving Competence-Based Higher Education' (IQM-HE) which aims to support institutions which have, as a result of the shift from a focus on teaching and input measures to a focus on students and their learning outcomes, started to explore and use new pedagogical methods that are more student-centred and to implement competence-based approaches to teaching and learning. Within this scope, the IQM-HE project consortium has published 'The Handbook for Internal Quality Management in Competence-Based Higher Education', which includes a procedure designed to help institutions reflect on the best way to implement an internal quality management system suited specifically to competence-based learning and teaching through a comprehensive approach which addresses different elements of a competence-based teaching and learning process such as curriculum, teaching and assessment methods, and students' learning strategies.

The handbook is just one part of the larger European Toolkit for Internal Quality Management in Competence-Based Higher Education, a later outcome of the project.

Special Collaborations

Role of Institutional Quality Assurance Cell and 'Accreditation Council Act 2016' of Bangladesh

Mohamed Emran Hossain, Director (Administration), Daffodil International University (DIU), Bangladesh. emran@daffodilvarsity.edu.bd

The formation of Institutional Quality Assurance Cell (IQAC) at universities in Bangladesh as per the directives of University Grants Commission (UGC), Bangladesh, in association with the Higher Education Quality Enhancement Project (HEQEP) and Quality Assurance Unit (QAU) is a footstep in the direction of the formation of the 'Accreditation Council Act 2016' of Bangladesh. This initiative is jointly financed by World Bank and each participatory university.

Daffodil International University (DIU) is now nine (9) months into the HEQEP, which is a self-improvement and self-development process. Attending the last four (4) INQAAHE conferences has equipped me to support the accreditation initiative. The government of Bangladesh has since taken steps to establish an Accreditation Council.

The Accreditation Council Act 2016 was cleared on 10 October 2016 at a regular Cabinet meeting headed by the Prime Minister of Bangladesh Sheikh Hasina. The 13-member council will consist of a Chairperson, four (4) full-time members and eight (8) part-time members. It is expected that the council's certification will reflect the university's standard. It is hoped that HEIs will be evaluated and certified in the light of the council statutes. It is also hoped that it will be passed at the next Jatiyo Sangshad (National Parliament) session. All universities of Bangladesh will come under its purview where IQAC will play a vital role.

DIU formally established IQAC on 17 May 2015. Under Round:2 of QAU, IQAC received full funding for the self-assessment of 14 entities and partial funding for the establishment of the IQAC office. IQAC has been working on a pre-accreditation quality assessment process. IQAC has become an important part of the institution and contributes towards quality assurance. The main task of IQAC is to support the performance of the institution. The accreditation exercise aims to enhance and validate learning at the institution.

Vision of IQAC of DIU

IQAC's vision is to ensure excellence in quality assurance instruments in higher education and industry-institute linkages.

Main Aim of IQAC of DIU

To meet the criteria of the proposed National Qualification Framework, and obtain National and International Accreditation and benchmarking with the best universities in the world. The government of Bangladesh is currently setting up a National Accreditation Council as recommended by the Bangladesh National Education Policy 2010.

Accreditation in HEIs is 'the process of external review'. IQAC of DIU is the link between the accreditation council and UGC, and also functions at the programme, department, faculty and institutional levels of the university.

DIU has completed the self-assessment for eight (8) out of 14 entities in Phase 1. As per the Self-Assessment Manual of QAU, all eight (8) entities successfully completed the survey on employer, alumni, current students, faculties and non-academic staff. On the basis of the findings of external Peer reviewed done based on following criteria set by QAU of UGC: Governance, Curriculum Design and review, Student: Admission and Progress, Physical facilities, Teaching learning and assessment methods, student support system, Staff and facility, Research and extension, Process management and continual improvement. Findings of the self-assessment is vital to the internal and external review process. As such, IQAC directed the eight (8) entities to execute the four-year improvement plan beginning 1 January 2017. IQAC arranged for the training of faculty members, non-academic staff and students for capacity building through an outcome-based teaching learning system. IQAC also carried out an academic audit and guided the research work of faculty members and students. IQAC also worked with different departments to organise an international workshop on course curricula.

DIU has already started Phase 2, i.e. the self-assessment of five (5) entities.

IQAC of DIU aims to implement strategic planning, good governance, outcome-based curriculum, inter alia, guidance, faculty excellence, transformation of students into human capital, infrastructure and facilities, research and learning-teaching environment, improvement of assessment processes, and application of knowledge management in market demand and supply through the enhancement of skills and employability of students.

This accreditation initiative will create understanding and build the confidence of stakeholders in quality assurance. IQAC will gradually assume the role of facilitator of internal reviews in the university.

Completion of the Graduate Certificate in Quality Assurance

By Raphael Muzondiwa Jingura

I am the founding Director of Quality Assurance at Chinhoyi University of Technology in Zimbabwe. The Directorate of Quality Assurance was established in 2012 in response to a requirement by the Zimbabwe Council for Higher Education (ZIMCHE). The Directorate functions as the Vice-Chancellor's

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secretariat for quality assurance and enhancement work, and is the University's Internal Quality Assurance (IQA) centre. Prior to this appointment, I was the Director of Research and Graduate Studies in the University.

I came into this new enterprise with little knowledge and experience in quality assurance and enhancement. Quality management as an enterprise was being created for the first time in the University. This was a big change for the University. We all came to appreciate that 'quality was too important to be left to traditional academic management regimes'. Setting up the Directorate was a big challenge for me, let alone design policies, processes and procedures for quality management. The onus was on me to advise the University on good practices in quality management in higher education. This was by no means a stroll in the park. It immediately dawned on me that I could not rely on experience alone to be an effective IQA manager. Most of my early days in the office were spent looking at what was happening nationally and globally in terms of IQA. It was on this basis that I began to build structures and systems for IQA in the University. One of the game changing moments came when I learnt about the existence of INQAAHE. INQAAHE provided me with a robust infrastructure on QA in higher education, as I shall explain later.

From the onset, it was clear to me that IQA work was different from traditional academic work. IQA blends both academic and managerial paradigms of higher education. I saw a trend towards professionalisation of quality management in higher education. In other words, I could not treat my job as another appendage of the academic portfolio. The reality is that I had become a 'professional' QA person in the eyes of the University. Like most professions, QA is a practice with a theory; it is not a theoretical. Again, like any profession, I needed to be certified as a QA professional. This is important both for effectiveness and professional standing.

The INQAAHE website led me to discover the Graduate Certificate in Quality Assurance (GC-QA) offered by University of Melbourne (UoM) in Australia and that INQAAHE provided scholarships for this programme. Two things struck me immediately. First, if it was supported by INQAAHE, then it must be good and second, since UoM is one of the G8 universities in Australia then the programme must be really good. My University supported my endeavour to enrol for the GC-QA and I was fortunate to receive an INQAAHE scholarship for the same.

Upon registration for the GC-QA, I had three main expectations. I expected the GC-QA to do the following:

- Build my capability to execute my duties as an effective QA professional
- Develop competencies to manage the IQA portfolio
- Build my self-confidence and esteem as a QA professional

I framed the above expectations as my '3 Cs' – capability, competence and confidence; the building blocks of the skills set for effective IQA management. I enrolled for the IQA for the February to November 2016 session. I studied three (3) subjects and met the requirements for certification successfully. My general view is that the programme provides a lot of support for success.

With the benefit of hindsight, I can state confidently that the GC-QA programme met all my expectations. My capabilities as a QA professional have been greatly enhanced. The capability set includes personal, interpersonal and cognitive capabilities to deal with the vagaries of quality assurance and enhancement. This is important as we deal with multiple and disparate stakeholders, as well as multiple and complex tensions in QA. I now have the capabilities to cope with the workload and tension that go with my responsibilities.

More importantly, the programme developed my competencies to manage the IQA portfolio. This covers both generic and role-specific competencies for quality management. The core subject of the programme develops a robust grounding in tertiary education policy and management. I am now well versed with the dynamics of policy and management issues in higher education. This helps me to contextualise my activities in the QA Directorate and position the University for the future. One of my weaknesses was a parochial view of higher education and a blind spot for disruption in higher education and the impact on quality dimensions. The programme has broadened my horizons on this front.

Turning to the more role-specific competencies, the main issues I have learnt are managing the quality cycle and working with external quality assurance agencies (EQA). I now understand that IQA is rooted in the quality cycle. This has provided me with both a framework and tools of the trade, so to speak. What this has done is to give me a frame of reference upon which most of my work is based. As IQA staff, we know the centrality of EQA in all we do. Managing tensions and alignment between IQA and EQA is a key focus area for us. The programme takes care of this issue very well. This has heightened my appreciation of the work done by ZIMCHE here in Zimbabwe.

I need to state categorically that my confidence as a QA professional has been enhanced by this programme. There is nothing more disastrous than having no confidence in what you do. Self-confidence is 'sine qua non' in quality management. Higher education is a business where everything is questioned. One needs to have both confidence and esteem to navigate the rough terrain in higher education, more so in QA work.

My hope is that the training-infrastructure for QA staff in higher education will continue to grow. The profession needs to sustain itself through education, training and research. Thus, the benefit of professional QA programmes cannot be doubted. The challenge for me now is the trajectory – where do I go now as I seek to expand and broaden my knowledge, skills and values in quality assurance and enhancement?

Upcoming Events

THE-ICE 11th IPoE Forum 2017, Melbourne, Australia

THE-ICE annual IPoE Forums (International Panel of Experts) were established to offer a series of high-level events focusing on strategic issues facing tourism, hospitality and events (TH&E) education. Each IPoE Forum, open to members and non-members, has a highly focused theme, with leading experts from around the world who are invited to speak on issues surrounding TH&E education, accreditation, benchmarking and the development of Best Practice.

The IPoE Forum 2017 is being proudly hosted by William Angliss Institute, Melbourne, Australia. The theme of the Forum is 'Scholarship in the Age of Compliance' and sub-themes: Jurisdictional versus Universal Perspectives; Whole of Institution Perspectives; Design, Systems and Processes; From the Technical Practitioner to the Reflective Practitioner; Assessing Student Work v Assuring Learning Outcomes. Sponsorship opportunities are now available, with registration opening on 15 December 2016. For further information click here.

QAA International Quality Assurance Programme, Dubai, 5-9 March 2017

A five-day, face-to-face international training for experienced HE professionals. To find out more, go to www.qaa.ac.uk/iqap.

3rd International Enhancement in Higher Education Conference: Inspiring Excellence - Transforming the Student Experience, 6-8 June 2017, Glasgow, UK

Scotland is recognised internationally for its radical approach to evaluating quality in HE. This conference will explore a multifaceted approach to transforming the student experience. Our last international conference welcomed delegates from around the world including Australia, Hong Kong, Ireland, New Zealand, Qatar, Saudi Arabia, Spain, Sweden and the USA. Registration for the conference opens early 2017: www.qaa.ac.uk/newsroom/events/3rd-international-enhancement-in-higher-education-conference.

QAA Annual Conference 2017- Dimensions of Quality, 9-10 May 2017, Nottingham

The QAA Annual Conference provides senior quality assurance professionals the opportunity to explore the very latest ideas and issues emerging from the changing landscape of quality assurance. We frequently welcome delegates from overseas interested in learning about the UK and its approaches. This year's conference 'Dimensions of Quality' will also mark 20 years of the Quality Assurance Agency. Registrations for the conference opens early 2017: www.qaa.ac.uk/newsroom/events/qaa-annual-conference-2017.

All INQAAHE members are invited to send contributions for the next issue of the Newsletter to secretariat@inqaahe.org.

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Contents of this Newsletter have been submitted by members and networks, compiled by INQAAHE Secretariat in cooperation with the INQAAHE Communication and Outreach Committee (C&O).

Although the responsibility of content remains with members and networks, the INQAAHE C&O Committee reserves the right to edit, correct, revise or omit any submitted articles as required for consistency.

If major revisions are required, the INQAAHE C&O Committee will contact the member or network (author) before accepting or publishing the material.