Dissolving Boundaries for a Quality Region

APQN PROCEDURE MANUAL
(Version 3)

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The Asia-Pacific Quality Network (APQN)

ASIA-PACIFIC QUALITY NETWORK

Dissolving Boundaries for a Quality Region

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APQN Goal:

Dissolving Boundaries for a Quality Region

APQN Mission Statement:

To enhance the quality of higher education in Asia and the Pacific region through strengthening the work of quality assurance organizations and extending the cooperation between them.

APQN Vision:

To be a self-sustaining Network, a first point of reference for advice or support, efficient in its operations and open in its information sharing.

APQN Values:

To be committed to quality higher education and supportive of quality organizations in the region.

APQN Objectives:

- to promote good practice in the maintenance and improvement of quality in higher education in the Asia-Pacific region;

- to facilitate research in the region into the practice of quality management in higher education and its effectiveness in improving the quality of higher education in the region;

- to provide advice and expertise to assist the development of new quality assurance agencies in the region;

- to facilitate links between quality assurance agencies and acceptance of each other's decisions and judgments;

- to assist members of APQN to determine standards of institutions operating across national borders;

- to permit better-informed international recognition of qualifications throughout the region;

- to assist in the development and use of credit transfer schemes;

- to enhance the mobility of students between institutions both within and across national borders; and

- to establish effective working relationships with relevant international and sector groups who can contribute to the work of APQN, includes International Network for Quality Assurance Agencies in Higher Education (INQAAHE), United Nations Educational, Scientific and Cultural Organization (UNESCO), World Bank, APEC (Asia-Pacific Economic Cooperation), Association of Southeast Asian Nations (ASEAN), ASEAN Quality Assurance Network (AQAN), ASEAN University Network (AUN) and others.

APQN Methods:

dissemination of information through newsletters, documents, journals and books, whether in paper based or electronic form;

training and development through seminars, workshops, conferences and staff movement;

developing and utilizing databases and other resources from other organizations;

other appropriate means as determined by the General Council or the Board.

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Introduction

The APQN Procedures Manual (the *Manual*) is a collection of texts describing the procedures used by APQN for their various activities.

A procedure manual is the backbone of effective management in any organization be it large or medium scale. It must have effective and unambiguous policies for smooth running of organization with a macro outlook on importance of these cannot be ignored.

The Manual is an evolving, working document to outline the scope of APQN, its structure, manuscript and decision categories, detailed operating procedures, and long-term goals. The Manual acts as Rules for APQN, lays guidelines for its functioning, gives astonishingly positive results in its functioning in the area it belongs to. The Manual's implementation can make APQN working smooth, question free and transparent which is the need of the sustainable development of APQN.

Since its inception in 2003, APQN has released 2 versions of the Manual: (1) Version with 8 chapters was released in 2007; (2) Version 2 with only 1 chapter on Finance was released in 2011, supplementary to Version 1. In the past decade, APQN got financial support from World Bank and UNESCO, but since 2012, the found was ceased, and APQN stepped into a self-sustaining era. Naturally many procedures are of no use. In 2016, at the first Board meeting of the fifth Board in 2016 in Fiji considered that it's high time for APQN to revise the Manual, **financially supported by** EMBA Zhang Jianping, , CEO of Wuxi Shenzheng International Logistics Co. Ltd., China.

At the Board Meeting in Fiji on May 28, APQN Board approved that Prof. Dr. Jianxin Zhang, as the group leader to revise APQN Procedure Manual with the financial support of "the Self-fundraising Project: APQN's Sustainable

Development" donated by EMBA Zhang Jianping, CEO of Wuxi Shenzheng International Logistics Co. Ltd., China.

Based on APQN Procedures Manual (version 1) in 2007 and Finance Manual (Version 2) in 2011, referencing INQAAHE General Procedures Manual (version 17) in 2013, the APQN Procedure Manual (Version 3) is revised and updated by Prof. Dr. Jianxin Zhang (chapter 1-12) with the help of Ms. Xinna Zhang, Angela Hou Yung-chi (Chapter 13-14). Some chapters got approval by APQN Board members separately in November of 2016 and February of 2017. The whole manual was endorsed by APQN Board in October, 2017.

This Manual (Version 3) consists of 14 chapters and 1 introduction and 4 appendixes (read in the Table of Contents). Among which, there are new chapters such as "volunteer", "staff capacity building" "Consultant Database" and others. The Table of Contents are as followings: Introduction; Chapter 1 is the Membership; Chapter 2 is the Board; Chapter 3 is the Secretariat; Chapter 4 is Annual Conference and AGM; Chapter 5 is the Project; Chapter 6 is Project by Self-fundraising; Chapter 7 is Programme of Staff Capacity Building; Chapter 8 is the Publication; Chapter 9 is the Finance; Chapter 10 is the Network; Chapter 11 is the Volunteer; Chapter 12 is APQN Quality Awards; Chapter 13 is Consultant Database; Chapter 14 is Online Forum; Chapter 15 is Information Portal; and Appendix.

Some chapters of this Manual, such as Membership, Board and Secretariat, have to be read in conjunction with the APQN Constitution (version 8), which is available on the APQN Website (http://www.apqn.org), where the responsibilities and tasks of these bodies are explicitly described. These stipulations are not repeated in the present Manual. It will be posted on APQN website, accessible to all members and useful for the APQN community at large.

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. The 5th Board of APQN can at any moment modify a given procedure. When in doubt it is best to consult the APQN Secretariat.

Chapter 1   The Membership

1.1   Clarifying 4 Membership Categories

The APQN Constitution (version no. 8.0) describes in articles 12 to 24 the different membership categories (Full Member, Intermediate Member, Associate Member and Institutional Member) and the essentials of the procedure to become member.

Table 1-1: Category of APQN Membership

S/N	Categories	Description
1	Full members	Full members must provide evidence that they fulfill the requirements for all Criteria.
2	Intermediate members	Intermediate members must provide evidence that they fulfill the requirements for Criteria 1 and 2.
3	Associate members	Associate members must provide evidence to prove that they have an active interest in Quality Assurance.
4	Institutional members	Institutional Members are institutions of higher education in the region that are in good standing with the relevant quality assurance agency if one exists.

Meanwhile, APQN accepts as Observers organizations outside the Asia-Pacific region (Read 1.2).

1.2   Criteria for Observer Status

In April 2005, following a request from the QAA, the Board decided to introduce an observer category to the network. The Board also agreed that APQN need to develop criteria for who can be accepted as observers and what is meant by Observer Status.

APQN accepts as observers organizations outside the Asia-Pacific region, including:

• external quality assurance agencies (EQAAs);

• higher education institutions (HEIs) with a major interest in evaluation, accreditation and quality assurance in higher education;

• other regional networks which have major interests in and strong links with the region.

The Procedure is as follows:

1) QA Organizations wishing to apply for Observer Status should complete the online application form indicating its interest in the region and reasons for becoming an observer to APQN. The application will be examined by the Secretariat who prepares a recommendation for Observer Status for the Board's approval.

2) Observers may at their own cost participate in APQN events open for APQN members.

3) Observers may at their own cost participate in the AGM but without the right to vote.

4) Observers may view the members-only area on the website.

5) Observers pay an annual fee of US$250 since 2017

1.3   Application Process

Membership application process consists of 5 steps. The flow chart below shows the process.

Fig. 1-1: The flow chart of APQN membership application process

<div style="box">

1.Expression of interest(EoI) by the applicant & verify the request & recommendation about membership category by APQN Secretariat

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2. Fill in the application by the applicant

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3. The Application is reviewed by the Membership Committee

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4. The Application is reviewed by APQN Board

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5. Decision from APQN Board and announcement by the Secretariat

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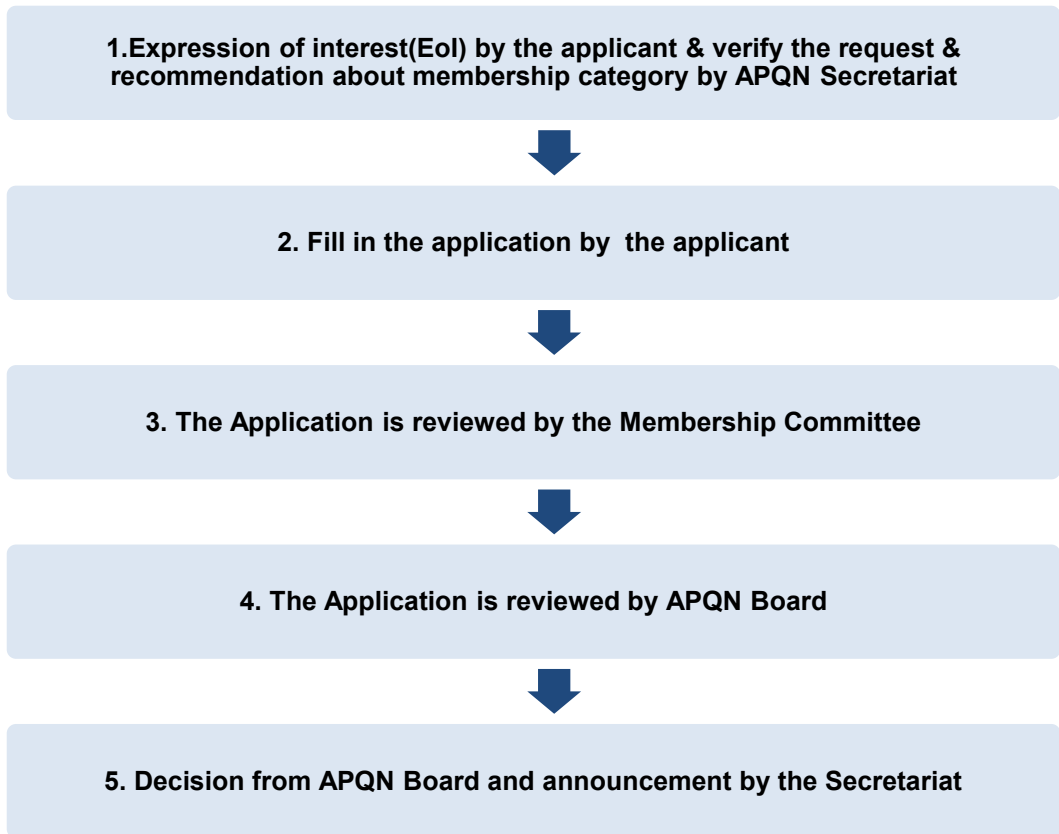
Step 1: The applicant (potential QAAs or HEIs) submitted the expression of interest (EoI) to APQN Secretariat.

Step 2: The Secretariat verifies that the request for membership complies with either of the conditions mentioned in Clauses 12.1–12.4 and makes a recommendation about membership category.

Step 3: The applicant (potential QAAs or HEIs) fill in the applications and submitted to the Secretariat. The Membership Committee reviews the application.

Step 4: The application is then reviewed by APQN Board which has the right to ask additional questions when the information provided by the applicant is not clear.

Step 5: The Board decides if the application fulfills the membership criteria in the Constitution. The Secretary acts as a convener for the Board and

communicates the decision of the Board to the applicant. In case of a negative decision the communication is limited to the message that the applicant did not fulfill the membership criteria stipulated in the Constitution.

1.4   Application Criteria

There are 8 membership criteria. See Fig. 2.

Table 1-2: The membership criteria

Criteria	Examples of documentation
1.Nature of the operations of the organization	The organization is responsible for reviews at institutional or programme level of post-secondary education institutions or post-secondary quality assurance organizations
2.Mission statement and objectives	The organization has formulated a mission statement and objectives which are consistent with the nature of the organization
3.Organization staff numbers profile roles	The profile of the staff is consistent with the Mission Statement
4.Profile of reviewers	The profile of the reviewers is consistent with the Mission Statement
5.Independence	The judgments and recommendations of the organization's reports cannot be changed by third parties
6.Resources	The organization has sufficient resources to run its operations in accordance with its mission statement and objectives
7.External quality assurance criteria and processes	The description of the processes and criteria applied should be transparent and publicly available and normally include: self-evaluation, site visit, public report and follow-up measure

8.Quality assurance	The organization has quality assurance measures in place and is subject to occasional review

(available at APQN website http://www.apqn.org/)

Those within the APQN region who satisfy the membership criteria referred to Clauses 12.1–12.4 of APQN Constitution, are accepted as members of APQN on completion of the online "Membership Application" (available at APQN website)

1.5   Membership Fee

The fee amount is determined by the General Council which is composed of Full Members, Intermediate Members, Associate Members and Institutional Members.

The 2016 Annual General Meeting (AGM) has approved the result of the electronic voting for the proposal to increase the membership fees standard from the year 2017. That is USD 100.00 will be added for all categories of members and observers starting from the year 2017. The increased membership fees will be used to bring more benefit for members and keep the sustainability of APQN. See the following table.

Table 1-3: APQN Membership fee since 2017

Categories	Member				Observer Status
	Full	Intermediate	Associate	Institutional	
Initial Joining Fee	$500	$500	$500	$500	N/A
Member Fee (if non-INQAAHE member)	$400	$400	$300	$300	$250
Member Fee (if INQAAHE member)	$380	$380	$300	$300	$250

(available at APQN website)

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.

All Members receive the electrical version of APQN's Annual Report, APQNews and the Journal "Higher Education Evaluation and Development".

Members whose fees are in arrears by more than a year will not receive the Annual Report, APQNews and the Journal 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 three 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.

1.6   Membership Benefits

Membership of APQN is valuable for quality managers/officers, who would join a community of colleagues working with quality assurance of higher education.

As an APQN member you can embrace what is being offered in the region, and share in the delights of learning and expanding your own knowledge base. Specifically, full members (there might some differences for other 3 categories) will be able to:

   • Participate in APQN Annual Conference (AAC) and AGM as well as APQN on-line forum;

   • Gain your branding through using APQN logo in your website or relative

documents;

• Develop different kinds of collaborations across the distinguished network of QAAs and HEIs through AACs;

• Co-organize international seminars, workshops or fora together with APQN in your local context;

• Have the right to apply for APQN Award which occurs once every year;

• Have access to over 180 consultants in Consultant Data Base and get advice on different and specific QA matters;

• Receive the electronic APQNews twice every year and Annual Report;

• Publish your qualified research paper on APQN Academic in Proceedings during AAC every year;

• Have Access to the electronic periodical of the academic journal "Higher Education Evaluation and Development (HEED)";

• Have the right to apply for Asia-Pacific Quality Register (APQR) for QAAs; and

• Have the right to apply for the accreditation of APQN Quality Label for HEIs.

Chapter 2　The Board

2.1　Internal Governing Bodies

The governing bodies and authorities of APQN are the General Council and the Board. The General Council is composed of Full Members, Intermediate Members, Associate Members and Institutional Members, each represented by one nominated person. The General Council shall meet at least once every year, and notice of the meeting shall be given via email at least 21 days in advance. All notices of motion shall be given via email and published on the website.

Fig 2-1: APQN internal organizational structure
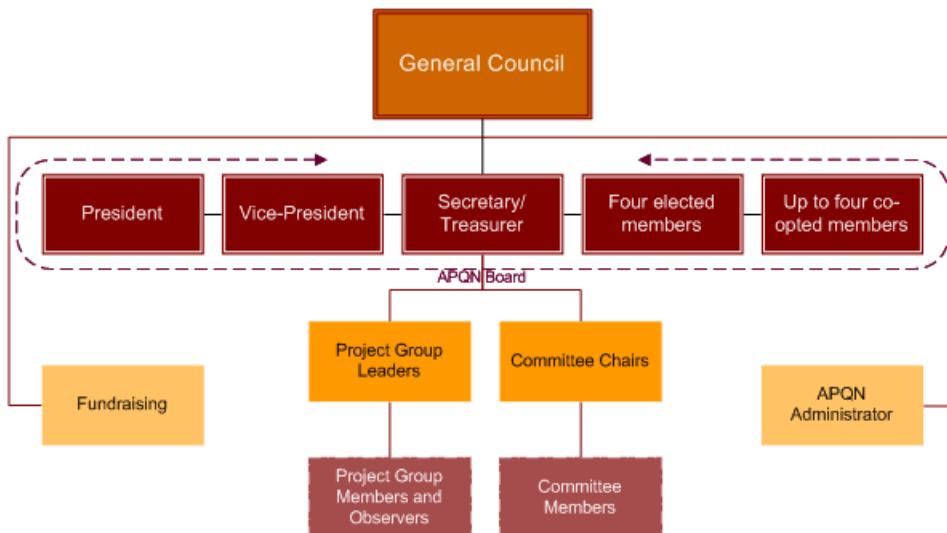
2.2 Board Composition and Responsibilities

The Board of APQN consists of the President, immediate Past President, Vice-President and Secretary/Treasurer, and four other elected members, and other members whom the Board may decide to co-opt, to a maximum of four co-opted members on the Board, provided immediate past president can have only one term ex-officio, if he/she has already served 3 successive elected terms on board.

The composition and responsibilities of the Board can be found in the Constitution, Articles 36 to 51.

2.3 Election Procedure

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

An Independent Council for election is formed and a call for nominations is announced 4 months prior to the APQN AGM in which the term of the last presidency ends.

Nominations must be received by the APQN Secretariat not later than 3 months before the AGM.

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 by the Independent Council for election.

Two days later the Secretariat notifies the results of the count, certified by an impartial officer.

At the AGM, the Secretary formally announces the election results. This is the official start of the term of the newly elected APQN presidency.

Timeline

The "Due Prior" date for the "Action Items" below means that is the number of months prior to the announcement of the results of the election items that need to be carried out.

Table 2-1: Basic timeline of election procedure

Action item	Due prior	Notes
Call for nominations	4 months	Email membership with Board nomination form
Deadline	3 months	Deadline for nominations to be received by the Secretariat
Nominee publicity	3 months	Request nominees write brief manifesto
Publicity due	2.5 mths	Email nominee sends manifesto membership
Advertise candidates	2 months	Advertise nominees and issue ballot paper (to voting members only)
Deadline	1.5 mths	Deadline for ballot papers to be received by the Secretariat and two others
Collate responses	1.5 mths	Count votes: to be returned to Secretariat
Announce to Board	1 months	Secretariat informs the existing Board and the newly elected members
Introduce new	AGM	Announce the results of the election to the General

Board		Council

2.4   Board Meetings

The Board meets face to face at least once annually (at the annual Conference). Except this, when 2/3 office bearers or half of the Board members attend one forum, event or workshop, an additional face-to-face Board meeting should be held.

Whenever necessary, electronic Board meetings are organized. 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 APQN website, as are the minutes of the physical Board meetings.

2.5   Board Contact

More members for APQN will enrich APQN and the experience of the other members. More members will also bring additional and much needed funds. Membership fees are currently the sole source of income for APQN.

APQN has noticed that some organizations have begun membership applications then seemingly abandoned them. In addition, there are countries/territories for which APQN has no QA contact. Each Board Member is encouraged to support APQN by assisting in expanding the membership.

From time to time, each Board Member will be allocated current contacts from the current "In Progress" membership applications and be asked to target countries/territories within the region.

Each year both the elected and co-opted Board members should complete at least 1 project or event, and write at least one 300-word article for APQNews and Annual report.

2.6   Non-responsive Board Members

APQN cannot move forward if its Board does not spend time on developing APQN.

A Board member who is not contributing to the Board is encouraged to resign. This person can be easily replaced by the next person on the list of nominees from the most recent election and the project leaders who are active to do contribution for APQN.

If a Board member has a heavy workload within his/her organization, they may consider nominating one of their staff members for the next election.

In the event of a vacancy occurring on the Board mid-term, that vacancy shall be filled, when possible, by appointing the nominee from the previous election with the greatest number of votes.

2.7   Extended Board

According to Article 36 of the Constitution, the Board may decide to co-opt, to a maximum of four co-opted members on the Board, provided immediate past president can have only one term ex-officio, if he/she has already served 3 successive elected terms on board.

It is agreed that the co-opted members should be chosen from the Project Group leaders who have done at least one project or execute some tasks for APQN. The procedure of co-opted Board member as following:

• The co-opted target of QAAs or universities should be on the collective decision of the Board based on the countries/territories and membership category;

• An Invitation as APQN Project leader from the President or APQN Secretariat; and

• After observing interest and performance of all project leaders in coming year, the Board may consider to co-opt representative from the target QAA or organization or university.

Chapter 3   The Secretariat

3.1   Secretariat Composition

The Board shall appoint a Secretariat by the tender process, which must be a full or intermediate member. The Chief Executive of the hosting organization or nominee will be the Secretary/Treasurer of APQN and one member of APQN Board ex-officio. Like the President, Vice-President and other Board members, the Secretary/Treasurer gives her/his time free and cannot claim reimbursement from APQN for incidental expenses. However, on some occasions the Board may ask the Secretary/Treasurer to represent APQN at a meeting or activity. APQN will then cover the travel and accommodation costs.

The Secretariat is appointed for a term of three years. In order to carry out the administration and management tasks for APQN the Secretariat receives a flat fee of US$ 18,000/year for the services provided.

Based on the current level of activity and external funding of APQN, the minimum time to be spent on the Secretariat is three to four days a week. It is up to the host organization to decide how the Secretariat will be staffed. The organization might have an Administrator in addition to the Secretary/Treasurer, or the organization might have different staff members carrying out some of the tasks (e.g. web or finance work).

3.2   Appointment Procedure

At least six months ahead of the end of the term of the current Secretariat, the Board decides whether the Secretariat–if interested - may continue for a next term of three years. In this case the existing contract is prolonged for another term of three years without re-tender. If the current term contract is not automatically prolonged, and in any case after another term, an open call for bid is released to host the APQN Secretariat.

The procedure call/assessment/decision should be completed before APQN AGM takes place in the year that the appointment of the Secretariat ends. A committee is formed by the 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 vote will be organized among Board members to decide on the new Secretariat.

An overlap of six months is foreseen between the old and new Secretariat, in order to guarantee a smooth transfer.

3.3   Responsibilities

The Secretariat is responsible for the administration and management of APQN as specified in general terms in article 47 of the Constitution. In more detail, the following responsibilities are carried out by the Secretariat:

3.3.1   Members

1) Responding to queries from potential members and providing advice;

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.

3.3.2 Board matters

1) Conducting all matters relating to elections to the Board of APQN, including monitoring of the process, and notification of candidates;

2) Liaison with Board members on routine matters;

3) Organization of Board meetings, including agenda and papers, and logistical requirements of annual face-to-face meetings and producing the minutes;

4) Follow-up of actions, including correspondence arising from Board decisions; and

5) Liaison with international, regional, national and other networks/organizations.

3.3.3 Events and projects

1.)Organization of Conference bid (annual);

2) Liaison with Programme and Local Committees;

3) Liaison throughout APQN Annual Conference(ACC); and

4) Organization of and reporting on APQN projects, including externally funded projects.

3.3.4 Publications

1) Drafting, design, production and distribution of reports and promotional material, including the Annual Report(at the end of fiscal year: December 31) ;

2) Preparation and distribution of APQNews 2 issues each year (separately in June and December); and

3) Maintenance and development of APQN website.

4) Liaison with publishers of the HEED Journal for circulation to APQN members

3.3.5   Finance

1) Keeping financial records;

2) Maintaining bank accounts;

3) Preparation of budgets and financial reports, including budgets and reports as required for externally funded projects; and

4) Handling Board and General Council queries on financial matters.

Chapter 4   The AAC and AGM

4.1   Requirements for Hosting a Conference

There will be three basic steps to completing the application, review, and final selection process for APQN Annual Conference(AAC) and Annual General Meeting(AGM).

Step 1–Submission of the Preliminary Proposal:

The first step will be submission of a brief preliminary proposal to the APQN Secretariat expressing an interest in hosting the event. The preliminary proposal must be submitted to APQN 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 preliminary proposal must include a formal letter of intent to host the conference, and information addressing the following items:

1) Name of host agency and contact details and motivation for organizing the APQN Annual Conference (no more than 500 words)

2) Suggestions on an overall theme and sub-topics of the Conference

3) Expected both international and national contribution to the enhancement of quality assurance (no more than 500 words)

4) Experience in organizing similar events; financial support from the (local) ministry or a similar body, if any.

5) Information about the proposed venue; information about the travel and accommodation cost (location, price range…)

6) Management and administrative structure of organizing the Conference

7) Draft budget (in US dollars) (50 USD per international participant will be extracted from the registration fee to APQN's overheads and processing charges.)

8) Possibilities for sponsorship from local commercial or public organizations to assist the participation of delegates from less-developed countries.

Step 2–Submission of the 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 APQN Secretariat and reviewed by the Board for completeness prior to distribution to the APQN membership for voting at the AGM. The Board reserves the right to ask for additional information with regard to any submitted application prior to sharing it with the APQN 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.

Full applications for hosting the APQN conference 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 AGM, 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.

Table 4-1: Full Application for hosting a conference

Items	Description

1.Host Organization	The applicant should be a member of APQN and the application must be made by the chief officer of the organization acting for and on behalf of the governing authority of the organization.
2. Sponsoring Ministry or Organization	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. Ready access to a hub airport and a center 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 250 participants. The speaker(s) must be visible for all participants. There should be a stage, preferably with a lectern. AV (audio and video) 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. Generally, a room large enough to hold all participants is required for plenary sessions and up to four 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.
7. Hotel accommodation	Delegates represent a wide range of organizations 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 organization. Rooms at the principal hotel should have internet access.
	The venue should be in, or next to, the main conference hotel.

8. Transport access	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 organizers that coaching to the venue is not required.
9.Conference 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. In particular clear lines of responsibility should be specified. Where more than one organization is involved in the bid, the membership of the local organizing committee should be described. In all organization matters, the host organization via a single appointed representative will report on a regular basis to the APQN Secretariat.
10. Financial arrangements and support	The Conference is organized on the basis that no financial liability falls on APQN. All costs are met from delegate fees, sponsorship or other support secured by the host organization.
11. Arrangements for Conference	Assigning adequate administrative support to the organization and management of the conference 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 organization. During the event, back office facilities where event management can occur should be available to conference host staff and the APQN 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 the Board Meetings	The Board will hold 1 financial meeting before the conference and 2 Board meetings on the day before and after the Conference. The host organization is expected to make necessary arrangements for accommodation, facilities and refreshments for a Board meeting.
	Most advertising and recruitment for the event is conducted electronically. Proposals should include plans for hardcopy

13. Advertising and Print	brochures, programme, conference bags etc. 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. It is an advisable practice for the host organization to openly publish conference papers by one publishing Press after the Conference. The place where a trade exhibition free of charge will be indicated.
14. Conference website	The event website is the most critical aspect of pre-conference activity and the most expensive. A successful bid organization is likely to have a very good website for its 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 organizers 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.
15. Conference 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)
16. Conference Programme	• **Official Opening:** Host organizations should plan on 3-4 speakers at the official opening: Host Speaker, APQN President, Minister or similar. The host and APQN speakers should confine themselves to 4-5 minutes and the third speaker should be advised that speeches are usually brief! • **Keynote speakers**. There are usually two keynote speakers. Advice on particularly good keynote speakers of standing will be welcome, once the conference theme has been determined. • **Parallel sessions/ workshops**. Hosts should plan on the basis of having four rooms for up to 60 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 organization and punctuality.
17. Local Delegates	One of the major benefits of hosting the Conference is to spread local awareness of international activities in quality assurance in this region. Host organizations will usually wish to have a number of local delegates at the Conference and delegate fees from local delegates can be particularly welcome.
18. Guests	There are two kinds of guests. Keynote speakers 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 organization. Guests of the host organization are guests at the opening ceremony and social events and the costs incurred are met by the host organization. They are usually representatives of sponsors including those of the Education Ministry.
19. Social Programme	An APQN Conference will at least require two social events: an informal reception and a more formal dinner event along with APQN award ceremony. 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.

Step 3–Presentation of Proposals at the AGM

The third and final step will be the presentation of the final set of accepted applications to the APQN voting membership at the AGM.

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

Once all applicant organizations have presented their proposals, the voting members present at the AGM 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.

4.2　Income and Expenditure regarding the Conference

4.2.1　Income

Participants' Registration Fees for each Conference will be agreed with the Board. APQN expects to receive a fixed amount from the registration fee, normally 50 USD per head to meet its overheads and processing charges, and APQN will expect zero share of any surplus and APQN will not be responsible for any deficit.

4.2.2　Expenditure

The expenditure consists of:

- the conference and forum venue, rooms and facilities for the Board meetings

- staffing and all other administration costs

- opening reception

- four coffee breaks and four meals for all participants

- informal evening event and the award ceremony

- conference bags, badges and other materials

- gifts for speakers

- travel and accommodation for keynote speakers

- costs relating to publicity, print, advertising and promotion including conference website

- any costs relating to exhibition

If speakers wish to travel business class then they pay the additional fare. Other participants have to pay their travel and accommodation by themselves.

4.2.3　Applications for Sponsorship

APQN will offer a token support of registration, accommodation or travel in total for the selected participants. Eligible members with intention to apply for support need to complete the attached application form, which require to provide the relevant information and total budget of activities attached details of budget in USD currency, including the information of an estimate of the air flights, an indication of how much of the costs will be covered by applicants themselves and hence the amount of financial support they would like to seek from APQN, etc. Applications will be considered by the APQN Finance Committee, which makes recommendations to the Board. The following principles will be used in the review process:

- As the fund is limited, applications can be made by the representatives from the Full or Intermediate members from developing countries/territories, especially to the invited speakers and Board members. The applications from the organizations that held AAC, Staff Capacity Building, workshops and other APQN activities in the previous year will be given priority to first.

- The same organization will only have one sponsored participant, and will not normally receive support in each of two successive years. Applications should be endorsed or submitted by the head of the applying APQN member. Funding from APQN will be limited and the applying APQN member is expected to contribute funds and/or other support, e.g. in-kind support, to the project.

- A one-page report (about 500 words with one photo) must be submitted to APQN administrator after AAC, indicating what benefits they have got with received support. The report might be published in APQNews. After receiving the report, payment will made and by reimbursement with the scanned invoices.

4.3   Review of Paper Proposals

4.3.1   Paper Submission

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.

4.3.2   Guidelines for paper submissions

   • Papers on any topic related to the theme or sub-themes of the Conference will be considered;

   • Papers should be no more than 4000 words in length, including the appendices, tables, illustrations and photographs, plus an abstract of up to 250 words;

   • Papers will be reviewed by a committee. The acceptance of papers for inclusion in the Programme is at the prerogative of the review committee, and no correspondence will be entered into.

If the paper is selected for presentation, it is expected that the author will have:

   • be a Microsoft PowerPoint document;

   • 15 minutes for presentation;

   • 10 minutes for questions/discussion;

   • All submissions must be in English.

4.3.3   Referee Assessment Sheet for the Paper

Referee Assessment Sheet consists of 5 items. See table below.

Table 4-2: Referee Assessment Sheet for the Paper

S/N	Paper Name	
1	Author(s)	
2	Paper Details (No. words, etc.)	
3	General comment (methodology, results, references, etc.)	
4	Decision	□Accept □Accept with Revision □Reject
5	Improvement Comments	

4.4   Committee Structure for AAC and AGM

To oversee APQN Conference, the Board   will appoint a Programme Committee (PC) of at least five members, including the Board members, review exerts and Chair of the Local Organizing Committee.

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

• a timeline for the Conference organization;

• the theme and subthemes of the Conference;

• the keynote speaker(s);

• the budget; and

•the registration fee.

The Programme Committee will carry out the following responsibilities:

• Plan the detailed Programme schedule of the conference;

• Communication with the keynote speakers and resource people identified in consultation with the Board;

• Call for papers and other contributions (in liaison with the APQN Secretariat);

• Review/referee the papers and contributions;

• Give guidelines to paper presenters and session / workshop chairs; and

• Liaise with the Board and the LOC.

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

• Announcing and popularizing the Conference electronically through the local organization's website or a dedicated website linked to the organization and APQN websites;

• Liaising with APQN Secretariat in setting and implementing the schedule of conference announcements;

• Handling the Conference registration;

• Liaising with APQN 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;

• 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 APQN Secretariat re associated APQN 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; and

• Providing the final list of participants with contact details on the last day of the conference.

4.5 Organization Timeline of AAC and AGM

The organization timeline of the AAC and AGM consists of 33 steps. See table below.

Table 4-3: The organization timeline of the AAC and AGM

S/N	Item to be in Action	Responsibility	When (week)	Deadline date	Status
1	Approval of the host and venue for APQN Annual Conference(AAC) at the Annual General Meeting (AGM)	The Board & AGM	24 (Previous)		
2	Contract of the Conference	President & the hosts	24 (Previous)		
3	Establishment of the Programme Committee (PC) and Local Organizing Committee (LOC)	The Board	18 (Previous)		
4	Theme and sub-themes of AAC; Registration fee(early registration fee is 250 USD; 300 USD, which will last for at least the next 3 years)	The Board, PC & LOC	18 (Previous)		
5	1)Preparation of registration announcement 2) Call for Papers for APQN Annual Conference(AAC)	The Secretariat, PC & LOC	18 (Previous)		
6	On-line registration	The Secretariat	18 (Previous)		
7	Identification of keynote speakers	PC	16(Previous)		
8	1) Call for new Staff Capacity Building 2) Call for Nominations for new APQN Awards 3) Call for new Applications for Sponsorship	The Secretariat, PC & LOC	16(Previous)		
9	1) Deadline for new Call for Paper 2) Deadline for new Staff Capacity Building 3) Deadline for Nominations for new APQN Awards	The Secretariat, PC & LOC	16(Previous)		

	4) Deadline for new Applications for Sponsorship 5)Deadline for new Early Registration 6)Call for the Participants Information				
10	Contact speakers	PC	15		
11	Plan pre-Conference workshops	PC	14		
12	Approve pre-Conference workshops	The Board	14		
13	Contact workshop leaders	PC	14		
14	Preliminary announcement of conference	PC, LOC, the Secretariat	13		
15	Conference website continually updated	LOC, the Secretariat	Continuing		
1617	Public presentation of Programme	PC, LOC	12 (Previous)		
18	Distributing the Agenda of general meeting (AGM) to all members	The Board & the Secretariat	8		
19	Review papers	PC	6		
20	Contact authors	LOC, the Secretariat	6		
21	Final Programme	PC, LOC, the Secretariat	4		
22	Identify the chairs for parallel sessions and get the approval, etc.	LOC, PC	4		
23	Final logistics arrangements, e.g. to book meeting facilities	LOC	2		
24	Annual Conference and annual general meeting (AGM)	All	AAC & AGM		
25	Analyze evaluation forms	LOC	+1		
26	Finalize finances	LOC, the Secretariat	+2		
27	Publication of the Proceeding of new AAC papers	LOC and the PC Chair	+ 24		

4.6 Agreement of AAC and AGM

The Asia-Pacific Quality Network (hereinafter referred to as "APQN"), represented for the purpose of signature of this Agreement on one part and the host (hereinafter referred to as "_____"), located at (city) in (country), represented for the purpose of signature of this Agreement on the other.

This agreement is signed between the host agency of APQN Annual Conference (AAC) and Annual General Meeting (AGM), THE HOST and APQN to ensure the objectives, term and conditions of AAC and AGM will be observed by both parties to this Agreement. The Preparation of the AAC and AGM will commence on (date).

Article 1: Purpose of Agreement

The AAC is a major event of the year and it is an opportunity for members to update themselves on the latest trends in quality assurance and liaise with their colleagues in the region, which coincides with APQN's AGM. The Conference will just focus on academic exchange, and will not involve any political issue of India. The purpose of the agreement is to ascertain the smooth and successful organization of the AAC and AGM.

THE HOST is interested to host the AAC and AGM. As per APQN procedure, THE HOST submitted the EOI in compliance with the requirements as outlined in "*Call for Expression of Interest to Host the APQN Annual Conference and Annual General Meeting*" to APQN Board for consideration which was subsequently approved on (date).

The hosting rights of THE HOST cover all activities of AAC and AGM. Once executed, this document forms a contractual agreement between APQN and THE HOST. Each party will be responsible for executing the terms of this agreement based on the guidelines, finance and responsibilities detailed herein.

Article 2: Responsibilities of APQN

2.1 Supporting in announcing and popularizing the conference information to its members and mailing list subscribers and handling the online conference registration.

2.2 Preparing the timeline for the AAC and AGM, developing the whole Programme made up of 1 finance committee meeting, 2 board meetings, 1 APQR Council meeting, 1 quality awarding ceremony with local dances and songs; keynote speeches; panel discussions; parallel sessions, workshops and relative meetings.

2.3 Identifying keynote speakers and communicating with them about the topic speeches and open speeches.

2.4 Calling for the AAC papers, reviewing the submitted papers and contacting with the authors on the papers and presentations, giving guidelines to the paper presenters as well as the chairs of different meetings.

2.5 Calling for: 1) the application for APQN Quality Award; 2) the applications for sponsorship; and 3) hosting of next AAC and AGM, and reviewing the three categories of the applicants.

2.6 Informing the local host the exact number of different the venues and the conference facilities, such as a paper printer for Secretariat, a computer and a slide show for PPTs each session room, Wi-Fi for AAC, 1 group photo, 3-5 good photos from each session, etc. at least 7 days before AAC.

2.7 Uploading Presentation PPTs and photos to APQN website, publishing all kinds of AAC reports in APQNews and helping the local host to publish the Proceeding.

Article 3: Responsibilities of THE HOST

3.1 Making the following drafts and submit to the APQN Board: 1）the overall theme and 4 sub-topics; 2）the budget; and 3) the proposed registration fee (300 USD).

3.2 Handling onsite registrations. The registration fees are used by the local host, but 50 USD per international participant will be submitted to APQN to meet its overheads and processing charges. APQN Board members and invited keynote speakers (no more than 4) will be registration waivers while for local participants; the host can have its own decision.

3.3 Being responsible for the expenditure, including the registration kit (the programmes; the booklets of participants; conference materials, etc.), 3 buffets, 4 coffee breaks, a half-day excursion including a meal (the participants could be charged a small fee as a guarantee and help the organizers to book transportation and meals), travel of the keynote speakers, complimentary gifts and certificates for chairs and speakers, and other related items.

3.4 Arranging for all the venues (including Board meetings and other committee meetings on sidelines of conference) and the conference facilities, including a paper printer for Secretariat, a computer and a slide show for PPTs each session room, Wi-Fi for AAC, 3-5 good photos from each session, etc. upon informing by APQN Secretariat at least 7 days before AAC.

3.5 Arranging up-dating the registrants and handling the queries on travel, accommodation and visa, providing invitation letter for visa application and facilitating the visa procedure, if needed. Setting up a web-site of AAC with all the necessary information for participants, if possible.

3.6 Conducting onsite or online evaluation survey of AAC and AGM and write a report on the result; writing an AAC report with photos to be published in APQNews.

3.7 Publishing APQN Proceeding of the selected papers with the financial support from APQN, whose first responsibility and rights should be APQN.

Article 4: Finance

4.1 THE HOST will be responsible for all costs associated with the AAC and AGM and is entitled to retain all revenues, i.e. registrations, sponsorship and so on generated from the AAC and AGM.

4.2 APQN will expect zero share of any surplus and APQN will not be responsible for any deficit, which will fall on THE HOST.

4.3 USD 50 per international registrant will be submitted to APQN to meet its overheads and processing charges within 30 days of execution of AAC and AGM, or such invoice being raised, whichever is the later.

4.4 THE HOST will issue the invoices of the AAC and AGM registration fees and will deal with all the cancellations.

Article 5: Protocol

5.1 THE HOST shall give due to consideration to the position and standing of the APQN Board members and keynote speakers during the Opening Ceremony, luncheons, Gala Dinner, Award Ceremony and any other activities during the AAC and AGM as and when and where necessary.

Article 6: Communication

6.1 The entity acting as data controller shall be the person representing APQN for the signature of this Agreement.

Any communication addressed to APQN Organizing Committee should be sent by the following contacts of APQN Secretariat at:

E-mail: apqnsecretariat@163.com   Tel: +86-21-5404   1620 Fax:+86-21-5467

Add.: No. 202, South Shaanxi Road, Shanghai, 200031,CHINA

Any communication from APQN to THE HOST shall be sent by the following contacts of the Local Organizing Committee of THE HOST:

(Insert)

Article 7: Settlement of Dispute

7.1 Settlement of disputes shall take place according to the legal framework to which the Secretariat of APQN belongs to.

APQN and THE HOST have hereunto set their hands the day and year first above written.

Signed on behalf of APQN: Signed on behalf of THE HOST:

Place: Place:

Date: Date:

4.7   Call for Paper for APQN Annual Conference

The following example is from 2017 APQN Annual Conference (AAC) and Annual General Meeting (AGM):

ASIA-PACIFIC QUALITY NETWORK

2017 APQN Annual Conference (AAC) and Annual General Meeting (AGM)

New Horizons:

Dissolving Boundaries for a Quality Region

(May 25-27, 2017, Moscow, Russia)

Call for Conference Papers

I. Background

APQN Annual Conference (AAC) and Annual General Meeting (AGM) is the main annual event for discussing and advancing quality assurance in higher education throughout the Asia-Pacific Region. The Board of APQN is delighted to announce that the next AAC and AGM will be held in Moscow, Russia on May 25-27, 2017.The National Centre for Public Accreditation (NCPA) in Russia will host this great event.

The target audience for the AAC and AGM is primarily those associated with quality organizations in the region. It includes APQN Members and Observers, the Board, the Committees and the Project Groups. In addition, others working in the whole world of quality assurance and improvement in higher education and government organizations are welcome to attend the conference days that are open to non-members. The two-day conference will be open to all registered delegates except the AGM which is for members only.

II. Conference Themes

The main theme of the 2017 APQN Annual Conference is:

New Horizons: Dissolve Boundaries of a Quality Region

The sub-themes are:

1) Excellence in Quality Assurance

- APQN Quality Label

- APQN Quality Register

- Ranking and QA

2) New Assessment Methodologies in Higher Education

- Assessment of Student Learning Outcomes

- Assessment of Teaching

- Assessment Tools Development

3) Internal Quality Assurance in HEIs

- Improving teaching and learning quality

- Establishing and Developing Quality Culture in a HEI

- Developing Quality Information Systems

- Conducting the internal quality assurance of the curricular programs

4) Quality Assurance of Cross-border Education

- Joint International Accreditation

- Cooperation between Quality Assurance Organizations

- Ensuring Trust between Quality Assurance Organizations

You are invited to present a paper on a topic of your choice related to one of the topics above. Ideas for topics can be drawn from the list of theme and sub-themes, or can be of your own choice. Please indicate how your selected topic relates to the theme of the Conference.

Guidelines for paper submissions:

- Papers on any topic related to the theme or sub-themes of the AAC will be considered.

- Papers should be no more than **3000 words** in length, including the appendices, tables, illustrations and photographs, plus an abstract of

up to **200 words** and a bio-sketch of up to **100 word**s with one photo of the author.

- Papers will be reviewed by a review committee. The acceptance of papers for inclusion in the Programme is at the prerogative of the review committee, and no correspondence will be entered into.

- If your paper is selected for presentation, it is expected that you will have: 1)15 minutes for presentation; 2)10 minutes for questions/discussion.

- All submissions must be in English.

It will be highly appreciated if you could earlier submit your paper (in Word Version) to both the APQN Secretariat and NCPA at:
apqnsecretariat@163.com and welcome@apqnrussia.ncpa.ru at the same time by January. 31, 2017.

III. Timeline - key dates

Key Dates	Key Procedures
October 10, 2016	Call for Conference Papers released
November 10, 2016	Online Registration opened
31January, 2017	Deadline for submission of conference papers Deadline for early discount payment
March 30, 2017	Deadline for notification of conference papers
May 1, 2017	Online registration and payment deadline closes
May 24, 2017	APQN Board Meeting
May 26-27, 2017	APQN Annual Conference and AGM, Moscow, Russia

If your paper is accepted for presentation in the 2017 APQN Conference and AGM, all distribution of supplementary material to the audience will be your responsibility.

IV. Copyright Clause

Contributors (including co-authors) submit their conference papers on the following copyright basis, if selected for inclusion in the Program:

1) The contributor hereby grants the publisher (APQN) a non-exclusive, royalty-free license to print, publish, reproduce or distribute the work throughout the world by all means of expression, including electronic format, for the purposes of 2017 AAC and AGM. The author further grants the publisher the right to use the author's name in association with the work in published form and in promotional materials. Copyright of the work remains in the author's name and the author reserves all other rights.

2) The author agrees not to use the work in any way that implies that the publisher endorses any practice or procedure described in the work.

3)The author represents and warrants that the work:

- does not violate any copyright or intellectual property right of any person or entity;

- contains no material that is libelous, defamatory or otherwise unlawful; and

- meets ethical standards applicable to the research discipline.

4) The author shall indemnify and hold the publisher harmless against loss or expenses arising from breach of any such warranties.

By submitting a paper for delivery in the APQN Conference and AGM 2015, the author agrees to the terms and conditions within this document.

V. Further Information

Registration

You can register for this event through the website (http://www.apqn.org/events/) from November 10, 2016 to April 30, 2017. Online registration will close on May1, 2017.

Contact Details

4.8 Format of Conference Programme

4.8.1 Programme of APQN Annual Conference

Theme:

Time:

Venue:

Day 1:

T i m e	Pre-conference Events	
12:00 – 19.30	Registration	**Registration for APQN Annual Conference** **Chair:** Local Organizer
16:00 – 17:00	The Finance Committee Meeting	**(The members of the Finance Committee only)** **Chair:** APQN Vice-President
17:00 – 18:30	The 1st Board Meeting	**(APQN Board members only)** **Chair:** APQN President
18:30 – 19:15	APQR Council Meeting	**(APQR Council members only)** **Chair:** Chairperson of APQR

Day 2:

T i m e	Conference Events

8:00 – 9:00	**Registration for the APQN Conference**	
9:00 - 10:00	**Opening Ceremony**	**Venue: Plenary meeting hall (Ground floor)** 1. Introduction from the Host by the Local Organizing Committee (5 min.) 2. Welcome Address by Representative from MoE (5 min.) 3. Opening Speech by Keynote speaker 1 (5 min.) 4. Opening Speech by Keynote speaker 2 (5 min.) 5. Welcome Remark & Key Address by APQN President (20 min.) 6. Release of the publication of APQN Proceedings (5 min.) 7. Release of the result of APQR (5 min.) **Chair:**
10:00 –10:20		**Group Photo**
10:20 – 10:40	**Morning Tea Break**	
10:40 – 11:40	**Keynote 1**	**Topic:** **Venue:** **Speaker:** **Chair and Commentator:**
11:40 – 12:40	**Panel Discussion 1**	**Topic:** **Venue:** **Panel Speakers:** 1. 2. 3. **Chair and Commentator:**
12:40 – 14:00	**Buffet**	
14:00 – 15:00	**Panel Discussion 2**	**Topic:** **Venue:** **Panel Speakers:** 1. 2. 3. **Chair and Commentator:**
15:00 – 16:00	**Panel Discussion 3**	**Topic:** **Venue:** **Panel Speakers:** 1. 2. 3. **Chair and Commentator:**

16:00– 16:20	Afternoon Tea			
	Parallel Sessions 1-2			
16:20 – 17:20	Parallel Sessions 1	**Session A:** **Sub-theme 1** **Venue:** **Chair:**	**Session B:** **Sub-theme 2** **Venue:** **Chair:**	**Session C:** **Workshop 1:** **Venue:** **Chair:**
17:20-17:25	Change over			
17:25– 18: 25	Parallel Sessions 2	**Session A:** **Sub-theme 3** **Venue:** **Chair:**	**Session B:** **Sub-theme 4** **Venue:** **Chair:**	**Session C:** **Workshop 2:** **Venue:** **Chair:**
18:25-21:00	**1. Seated Dinner** **2. APQN Quality Award Ceremony** **Venue:** **Chair:**			

Day 3:

T i m e	Conference Events	
9:00 – 10:00	Keynote 2	**Topic:** **Venue:** **Speaker:** **Chair and Commentator:**
10:00 – 11:00	Panel Discussion 4	**Topic:** **Venue:** **Panel Speakers:** **1.** **2.** **3.** **Chair and Commentator:**

11:00 – 11:20		Morning Tea Break		
11:20-12:20	Parallel Sessions 3	**Session A:** Sub-theme 1 **Venue: Chair:**	**Session B:** Sub-theme 2 **Venue: Chair:**	**Session C:** Sub-theme 3 **Venue: Chair:**
12:30 – 14:00		Buffet		
14:00 – 15:00	Panel Discussion 5	**Topic: Venue: Panel Speakers:** 1. 2. 3. **Chair and Commentator:**		
15:00 – 16:00	Conference Closing	**Venue: Plenary meeting hall (Ground Floor)** 1. Announcement of the next APQN Annual conference by the future host and demonstration of the host 2. Closing Remarks by the Chair of the Local Organizing Committee (LOC) 3. Closing Remarks by the Chair of the Programme Committee (PC) 4. Comments, feedback, acknowledgements from the participants while evaluation survey is done **Chair:** Immediate Past APQN President		
16:00-16:30		**Afternoon Tea** **Registration for the Annual General Meeting (AGM)**		
16:30 – 17:30	Annual General Meeting (AGM)	**(APQN members only)** **Venue: Plenary meeting hall (Ground Floor)** 1. Welcome to Members & their short introductions by APQN Secretariat 2. Report from APQN President 3. Report from APQN Vice-President 4. Report from APQN Secretary/Treasurer 5. Brief information on APQR and MoEs or Cooperation among Members 6. Acknowledgements and Close of Meeting **Chair:** APQN President		

17:30 – 18:30	The 2nd Board Meeting	(APQN Board members only) **Venue:** Secretariat Room **Chair: APQN President**
18:30 – 19:30		Buffet

Day 4:

T i m e	Post-Conference Events
9:00-13:00	**Excursion** **Chair:** Local Organizing Committee

Notes: *The AAC and Excursion are open to all participants while AGM is for* APQN members only.

4.8.2 Format of Parallel Session Program

Parallel Session 1

Date: (on Day 2)

Time: **16:20 – 17:20**

Venue:

Session A: Main Hall

Session B: TBD

Session C: TBD

Session A Sub-theme 1: Chair:	Session B Sub-theme 2: Chair:	Session C Subtheme 3-4: Chair:	Session D Workshop: Facilitator:
Topics and Presenters: 1. 2. 3.	Topics and Presenters: 1. 2. 3.	Topics and Presenters: 1. 2. 3.	Workshop Topic:

Parallel Session 2

Date: (on Day 2)

Time: **17:25– 18: 25**

Venue:

Session A	Session B	Session C	Session D
Sub-theme 1: Chair:	Sub-theme 2: Chair:	Subtheme 3-4: Chair:	Workshop: Facilitator:
Topics and Presenters: 1. 2. 3.	Topics and Presenters: 1. 2. 3.	Topics and Presenters: 1. 2. 3.	Workshop Topic:

Parallel Session 3

Date: (on Day 3)

Time: **11:20-12:20**

Venue:

Session A	Session B	Session C	Session D
Sub-theme 1: Chair:	Sub-theme 2: Chair:	Subtheme 3-4: Chair:	Workshop: Facilitator:
Topics and Presenters: 1. 2. 3.	Topics and Presenters: 1. 2. 3.	Topics and Presenters: 1. 2. 3.	Workshop Topic:

Chapter 5   The Project

The following guidelines of the Project have been agreed by the Board in relation to initiating, supporting and monitoring the projects.

5.1   Purpose of the Project

The purpose of APQN projects is to identify common areas of interest to APQN members that need close attention and to facilitate work on those areas with shared responsibilities. Project areas are dynamic in nature, depending on the developments that take place in the quality assurance field.

The work of a project should result in a report that will be made available on the APQN website. Outputs should be timely because new issues and developments keep cropping up in the field of quality assurance. APQN would have the right to use the report in any way it deems fit. The member organizations of APQN may also use the report in any way they want.

5.2   Criteria for Identification of the Projects

The projects are expected to serve the common purposes of APQN. Topics chosen by the projects should be relevant to member countries/territories and the outputs should benefit the Asia-Pacific Region or part of the Region. The projects should focus on precise topics rather than broad generalizations about QA issues. Project topics are either identified by an APQN member(s)

or by the Board where the Board sees a need for APQN to explore a topic in more detail either alone or in cooperation with other organizations.

Projects that address the needs of only one or two members have low priority. Proposals involving multiple member organizations are given priority. Members are also encouraged to submit small projects on themes they want to explore.

5.3 Project Group Composition

Each project is steered by a project leader, and would not normally have more than five members, drawing members from at least three different organizations within the region. No more than two projects may be hosted by one organization. The project group members might be identified by the project group leader, based on expressions of interest and/or by specific invitation to potential contributors to the project. The diversity of the APQN members should be taken into account while constituting the project. The Board might advise the project group leader on this, if necessary.

5.4 Making a Proposal

The project proposals should be made through email to the Secretariat. Proposals will be accepted from would-be group leaders, who should be either staff of an APQN member organization or belong to the extended network of resource persons of the organization who are involved in carrying out its quality assurance activities. In all cases, the proposal must have the formal approval and support of the Head of an APQN member organization.

Applications should therefore be made via the Head of an organization who will endorse it on behalf of the organization. While routing the proposals to APQN, the organization is expected to consider the relevance of the project to

APQN membership and indicate its recommendations. The Board will consider the suggestions and applications and identify priority projects. The Board will invite the project leader to lead the group.

Some suggestions may come from the AGM or from the Board itself, in which case the Board will appoint a person to head the group.

5.5   Format for Presentation of Project Proposal

5.5.1   Contents of Project Proposal

- Objectives/Purpose
- Relevance to APQN Objectives/Activities
- Methodology/Process/Contents
- Expected Outputs
- Budget
- Timetable
- Project Team

5.5.2   Time schedule

Projects are expected to provide an interim report after six months against the outcomes in the project proposal and the timetable, and complete their work with a final report after one year. On a case-to-case basis, the Board may agree to extend the project's period of operation to another year.

Should the Board decide to continue the project, a new group will be created. The Board, however, will identify at least one member of the previous group to get involved in the new project.

5.5.3   Support for the project

APQN may provide seed money for a project, not exceeding US$1,000 per project. Valid reasons for which seed money may be sought include convening meetings and discussions of the project and travel within the region for completion of the project. It cannot be spent on consultancy charges.

Along with the proposal for the project, a detailed budget should be submitted and disbursements of project funds should adhere to those estimates. The Board /Finance Committee may advise the project group leader on these estimates.

Should a member organization feel strongly about a project and has the resources to fund the activities of the group, it may do so.

Once the project group is approved by the Board, the Secretariat will release the money for sanctioned purposes in response to the request by the project group leader.

5.5.4   Monitoring the activities of the projects

The APQN Constitution mandates that the Vice-President takes charge of monitoring the activities of the projects and making periodic reports on these. For monitoring purposes, the projects are required to submit an annual work plan with specific time lines and projected outputs as soon as the project is approved.

5.6   Basic Phases of Project Management

The process of directing and controlling a project from start to finish is divided into 5 basic phases:

1	• APQN project conception and initiation
2	• Project definition and proposal
3	• Project launch and execution
4	• Project performance and control
5	• Project close
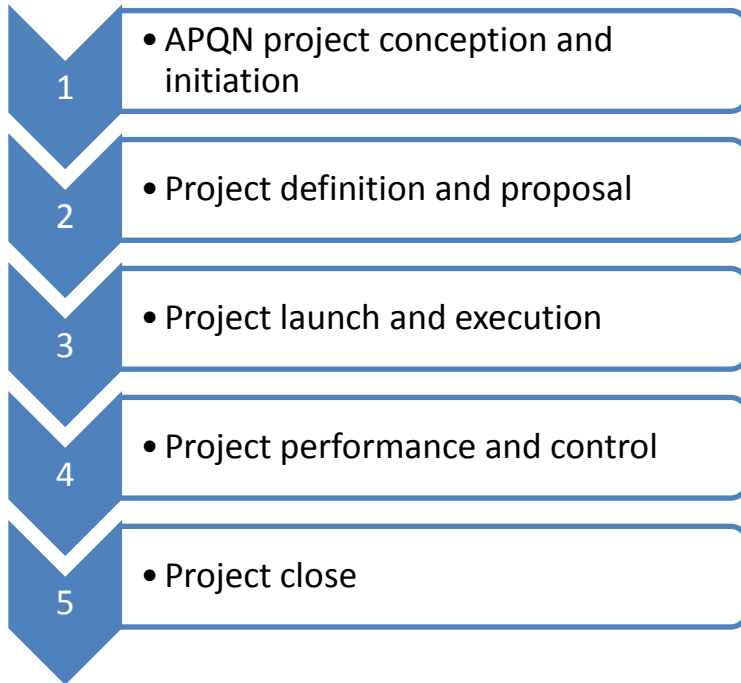
Phase 1: APQN project conception and initiation

An idea for a project submitted by a project leader from a member organization will be carefully examined to determine by APQN Board whether or not it benefits APQN. During this phase, the Board identify whether the project can realistically be completed.

Phase 2: Project definition and proposal

A project proposal must be put in writing to outline the work to be performed, including the following contents: 1) objectives/purpose; 2) relevance to APQN objectives/activities; 3) methodology/process/contents; 4) expected outputs;5) budget; 6) timetable; 6)project team. During this phase, APQN Board should prioritize the project, calculate a budget and schedule, and determine what resources are needed.

Phase 3: Project launch and execution

After getting the approval of the Board, the project team is informed of responsibilities by the Secretariat. This is a good time to bring up important project related information.

Phase 4: Project performance and control

During this phase, the project leader will perform the scheduled project and may adjust the schedules or do what is necessary to keep the project on track. At the same time, the leader will report the Board the project status and progress to the actual plan in the mid-term of the performance.

Phase 5: Project close

After the project tasks are completed, the leader must submit the Board a full project report as well as an evaluation to highlight project success and/or learn from project history. After the Board has approved the outcome, the report, the shorten result report must be uploaded to APQN website for the public.

APQN project processes vary among APQN members; however, these are more traditional elements of a project. The overarching goal is typically to offer a project outcome, change a process or to solve a problem in order to benefit APQN.

Chapter 6   Project by Self-fundraising

The Board and member organizations are encouraged to conduct APQN projects by self-fundraising in order to enhance the capacity-building and promote the sustainability of APQN. The joint projects of APQN and member organizations to funding bodies are also encouraged to add value for the projects as the brand name of APQN. The projects should identify common areas of interest among APQN members and facilitate work on these areas with shared responsibilities from various organizations across the region. Project areas are dynamic in nature, depending on developments that take place in the quality assurance field.

6.1   Criteria for Identification of the Projects

The projects are expected to serve the common purposes of APQN– "enhancing the quality of higher education in the Asia-Pacific Region" and "committed to quality higher education". Topics should be relevant to member countries/territories, and the outputs should benefit the Asia-Pacific Region or part of the Region. They should focus on precise topics rather than broad generalizations about quality assurance issues, such as workshop of evaluators' capability, researches and activities on QA, etc. Project topics are either identified by an APQN member(s) or by the Board where the Board sees a need for APQN to explore a topic in more detail either alone or in cooperation with other networks. The Board can identify key projects, and apply funding from like World Bank, Asian Development Bank (ADB), New Development Bank BRICS (NDB BRICS), Asian Infrastructure Investment Bank (AIIB), and Australian Agency for International Development (AusAid), etc. At the same time, the project is greatly encouraged to seek sponsorship, support

and in-kind contributions from governments, agencies, networks, organizations, philanthropists and other relative stakeholders.

6.2   Project Group Composition

The project group members might be identified by the project group leader, based on expressions of interest and/or by specific invitation to potential contributors to the project. The diversity of the APQN members should be taken into account while constituting the project groups. The Board might advise the project group leader on this, if necessary.

6.3   Making a Proposal

Project proposals should be made through e-mail to the Secretariat. Proposals will be accepted from would-be group leaders, who should be either staff of an APQN member organization or belong to the extended network of resource persons of the organization who are involved in carrying out its quality assurance activities. In all cases, the proposal must have the formal approval and support of the Head of an APQN member organization.

Applications should therefore be made via the Board member or the head of an organization who will endorse it on behalf of the organization. While routing the proposals to APQN, the would-be group leader is expected to consider the relevance of the project to APQN membership and indicate its recommendations. The Board will consider the suggestions and applications and identify priority projects.

6.4   Format for Presentation of Project Proposal

• Objectives/Purpose

• Relevance to APQN Objectives/Activities

• Source of the Funding and Relevant Requirement by the Funding Provider

• Methodology/Process/Contents

• Expected Outputs

• Budget

• Timetable

• Project Team

6.5   Recommendation for the Potential Funding Provider

It is recommended to get funding from the local or international government, non-profit organization, foundation, philanthropists and other relative stakeholders. If there was any requirement by the funding provider, it should be identified by the principle of mutual respect, equal consultations and win-win to each other between APQN and the provider.

6.6   Monitoring the Activities of the Projects

The monitoring of the project is mainly based on the output. The project groups are expected to provide an interim report in the middle of the proposed timetable, and complete their work according to the timetable. The

output of the project could be either a report or a book or an event of workshop and others, which should highlight the logo of APQN, and the partial or whole content will also be available on the APQN website.

6.7 Certificate for Donator of Self-fundraising

The core of this self-fundraising project is for APQN's sustainable development. The research project can help APQN realize its sustainable development for real, which is also what we are working for. APQN tries its best to attracts more attention on education quality from the world and realize APQN's final goal of "Dissolving Boundaries for a Quality Region".

APQN urgently hope more members can do QA projects under the local context for APQN's value of" being committed to quality higher education, and supportive of quality agencies in the region". In order to encourage the donation, APQN will award a certification of Donation to the donator. Below is the template:

Chapter 7   The Staff Capacity Building

7.1   Introduction of the Programme

In the past decade, APQN has successfully conducted over 150 exchange visits with support of World Bank and UNESCO which has helped QA experts and organizations in building alliances and developing capacity.

In this self-sustaining period for APQN, we propose **the Programme of Staff Capacity Building** which is purely on reciprocal basis in which both financial and in-kind contribution is expected from the mentor and mentees. APQN may provide partial financial support to the host organization within limited numbers.

The core purposes of the Programme are to: 1) assist the professional development of the visiting staff members; 2) enhance the capacity building of both the guest and the host organizations; and 3) strengthen the communication and cooperation of both sides. The Programme is expected to contribute to the capacity development of the emerging quality assurance systems.

In ideal situations visiting staff members will be sponsored international air travel by the parent organization. Local transport, hospitality and accommodation will be taken care by the host organization. APQN will co-ordinate between host organization and nominated visitors. APQN is also exploring possibilities of securing some funds from international bodies to support the programme of staff capacity building. It is expected that host organization can collaborate with local university and other bodies which can provide subsidized low cost accommodation. Timing of the programme can be arranged in such a way that a group of visiting staff members from different countries can undergo the same programme at the same time.

It is desirable that the programme can include activities like observation of peer review visit, participation in reviewing /assessors training programmes and visit to the internal quality assurance cell (IQAC)of higher education institutions (HEIs) besides interaction with visiting staff.

The organizations which offer maximum number of opportunities to delegates under the programme of staff capacity building will be recognized and considered for special rewards during the forthcoming APQN annual conference and AGM. Staff capacity building entails a significant commitment by the participant , the home and host organizations, APQN, 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.

7.2   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 organization to cover travel to and from the visiting staff members, the host organization to cover accommodation and travel within the host country, and the participant to cover food and personal expenses. It is desirable to have a "backup clause" specifying the share the home and host organizations will accept of any shortfall.

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

APQN will issue certificate to participants who complete visit under the program. Host organization may also like to issue similar certificate to visiting staff members. Visitors as well as host will submit a learning report, which could be used to analyze impact of APQN the program.

7.3   Length and Scope

The minimum useful period for a staff capacity building is full 10 working days (two working weeks) with travel time between organizations 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.

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

Table 7-1: The best practice of staff capacity building

Time	Scope
Week 1	- Study the host's EQA system; the participant can be allowed to be present at meetings (such as staff meetings, accreditation or audit planning meetings, training sessions, seminars, etc.). - Spread through the time unoccupied by such fixed events, all or most staff of the organization can each spend a couple of hours with the participant explaining her/his area(s) of responsibility. - The participant should be asked to give a presentation on her or his own system.
Weekend	- The participant should be given some local cultural experiences (e.g. visits to events or places)
Week 2	- Observe a review visit - Visit and talk to the IQA unit/IQ cell in one or two institutions

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

7.4 After the Programme

It is important to have mechanisms to get the participant's new ideas known and understood and, if appropriate, used back home.

7.4.1 Reports

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

7.4.2 Seminar

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

Following a wide participation seminar, the participant's thoughts have become part of the home organization's corporate knowledge, and it is easier

for the participant (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 organization in the seminar.

7.4.3   Host Organization Reflections

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

7.4.4   Follow-Up Report

Staff capacity building is intended to have a long-lasting impact on the participant and on her/his home organization. Such an impact is likely to be possible and/or become visible only after a period of time. If possible, therefore, participants should be asked to provide a second report about two years after the programme. This report should refer to the earlier report written at the end of the programme, 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 participant's experiences to the extent possible. It is recognized that systematically obtaining and considering such follow-up reports might be difficult, given its implication for scheduling and initiating the action.

7.5   Expression of Interest

The Expression of Interest (EoI) of the Programme of Staff Capacity Building is as follows:

1.Category	□ the sender(guest) □ the receiver (host)

2.Name of the organization and contact details	(Including Name, contact person, e-mail, telephone, address)
3.Proposed duration	From (yyyy-mm-dd) to (yyyy-mm-dd)
4. Visiting Staff member	(a short bio of the nominee, about 200 words; <u>unnecessary for the host</u>)
5.Proposed Programme	(Including time, venue, participants, activities, process, outcomes and reports)
6.Draft budget	(Including item amount, expense in USD and the financial amount that the host apply for support)
7. Others	

Chapter 8   The Publication

8.1   APQNews

One way to communicate with APQN members is through the dissemination of APQNews by APQN Secretariat twice every year.

APQNews do not consist of fixed elements. In general all the members, especially Board members are supposed to make a contribution to the news items. They are communicated electronically.

Approximately one month before publication, the APQN 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.

APQNews is sent both in hard copy and in PDF format, at the same time it is uploaded to APQN website.

8.2   Annual Report

APQN Secretariat publishes Annual Report and sends this to all APQN members. The Annual Report is published in March (before APQN's annual Conference and AGM). Each volume contains:

Part I: Introduction of APQN:

　　- Organizational Structure

- Members-General Council

- The Board

Part II: Activities

- APQN Annual Conference (AAC)

- APQN Annual General Meeting (AGM)

- APQN Quality Awards

- APQN Programme of Staff Capacity Building

- APQN Programs

- APQN Activities

- Training Workshops

- MoU Between APQN and others

Part III: Reports

- President Report

- Vice-President Report

- Secretary / Treasurer Report

- Reports from Board Members

- Report on Finance

Annual Report is sent both in hard copy and in PDF format, at the same time it is uploaded to APQN website.

8.3   Journal

Higher Education Evaluation and Development (HEED) is a journal founded by Higher Education Evaluation and Accreditation Council of Taiwan (HEEACT) and is jointly owned and published by Asia-Pacific Quality Network (APQN) since 2014. It is a scholarly refereed journal aimed at encouraging research in higher education evaluation and development, raising standard of evaluation research, and sharing outcomes of evaluation and higher education

worldwide. Up to present, it has published more than 80 English academic articles, which have been downloaded over 1,220 times, 15 times per every article.

All APQN members receive the Journal "HEED" in electrical version. The APQN Secretariat provides the e-mail addresses of the members to the publisher who will supply accounts including passwords for accessing the electrical periodical upon their request. Members who have not paid their membership fees for previous years are deleted from the address list until they have paid. APQN members have access to the full articles on-line.

Chapter 9   The Finance

9.1   Finance Committee

9.1.1   Membership

The Board has established a Finance Committee to manage distribution the limited finance evenly and fairly across the region. Membership of the APQN Finance Committee includes:

1) President

2) Vice-President (Chair)

3) Secretary/Treasurer

4) One member of APQN on the Board

5) One member of APQN not on the Board but appointed by the Board

9.1.2   The terms of reference include

The terms of reference include the following:

1) Advise the Board of APQN on medium and long term financial plans and risk-related matters;

2) Review the end-of-year accounts;

3) Recommend a budget for the subsequent year to the Board for approval;

4) Recommend revisions to the financial procedures of APQN to the Board for approval;

5) Propose to the Board of APQN criteria for provision of grants and other financial support

6) Consider applications from members for grants and other financial

support in the light of the criteria established by the Board.

The financial year shall be from 1 January to 31 December each year. APQN's financial statements shall be audited and be published in the Annual Report. Funding for APQN is derived from fees, grants, donations or other earnings. APQN may seek donations and may derive income as determined by the General Council or Board. The assets and income of APQN shall be applied solely in furtherance of APQN's development purposes, and no portion shall be distributed directly or indirectly to the members of the organization except as bona fide compensation for services rendered, or expenses incurred on behalf of the organization.

9.1.3 Meetings

The Committee meets face-to-face at least once a year during the AAC and AGM. Electronic meetings can be arranged as needed or matters can be discussed by circulation.

Any member of the Finance Committee can request the Vice-President of APQN to call a meeting. The Secretary/Treasurer is responsible for preparing the agenda for the meeting. The APQN Administrator functions as the note-taker for Committee meetings.

9.2   Budget

9.2.1   Preparation and Approval

The Secretary/Treasurer is responsible for the financial operations of APQN and reports to the Board via FC for areas stated in the FC's Terms of Reference (ToR). The Secretary/ Treasurer is responsible for the preparation of the annual budget, for invoicing members for their fees each year, for keeping the accounts and for ensuring that the accounts are maintained following international accounting standards.

The budget must be finalised and approved by the Board by 31 December in any given year. Before seeking the Board's comments and approval by

circulation, the budget must be recommended by the Finance Committee. The budget will be approved by the Board in any given year.

The Budget will be on the Annual Report for the AGM at the APQN Conference. Three budgetary documents will be submitted to the approval of each AGM:

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 Board after approval by the Secretary and the Finance Committee.

9.2.2   Reporting

The Secretary/Treasurer is responsible for preparing quarterly financial reports on the income and expenses. The Reports are sent to the Finance Committee for comment and to the Board for information.

9.3   Auditing

APQN undergoes an annual external audit. The Secretary/Treasurer is responsible for organizing a timely external audit conducted in English following international auditing standards. Before the audit the Secretary/Treasurer must ensure that the end-of-year accounts have been commented by FC.

The Finance Committee should receive, consider and recommend for the Board's approval the audited financial statement. The audited accounts will be presented to the membership for approval as part of the Annual Report during AGM in any given year.

9.4   Level of Authority

The Board approves the Annual Budget. The budget constitutes the guiding framework for the Secretariat for the spending of the Administrator's salary and administrative expenses.

For expenses the Secretary/Treasurer has up to USD3000 decision-making power on an annual basis. This power can be exercised in agreement with at least one other office bearer in case of emergency. Any additional amount must be approved by FC.

The APQN Administrator has up to USD200 decision-making power on an annual basis in consultation with the Secretary/Treasurer. Any additional amount must be approved by FC.

For APQN projects, project leaders appointed by the Board are responsible for the allocated budget under the supervision of the Vice-President of APQN and the spending rules and regulations that apply to a particular project. The Secretary/Treasurer will monitor the project budgets, and the Vice-President will monitor the progress of the projects in achieving the project goals.

To monitor the projects funded by external bodies, the guidelines of the relevant funding body will be applicable.

9.5   Rules for Suppliers

In case that the operation of the Secretariat or the projects run by APQN require services provided by external services providers, such as travel agents, auditors or web hosts, the following procurement rules apply:

The Secretariat is responsible for defining the requirements for the service in the form of evaluation criteria. The criteria will be approved by the FC. The Secretary/Treasurer will request and assess the quotes and provide a

recommendation based on these pre-defined evaluation criteria for the FC's approval.

• For services of more than USD 500 and less than USD 2,500 at least two quotes are required,

• For services from USD 2,500 to 10,000 at least three quotes are required,

• For services beyond 10,000 USD at least five quotes are required.

FC can amend these requirements if requested.

9.6   Rules for project leaders

The Secretariat does not coordinate all projects, such as externally funded projects. It is therefore necessary to identify Board members or external experts to be responsible for the implementation of such projects.

The Secretariat is responsible for defining the requirements for the project/task to be conducted in the form of evaluation criteria. The evaluation criteria are approved by the Board. The request for service is circulated to the APQN members and posted on the website for no less than two weeks with a request for applications. Based on the expressions of interest, the Secretariat prepares a recommendation for the Board's approval based on the evaluation criteria. If a Board member has a conflict of interest, the member in question is requested to declare his/her interest and abstain from participating in the approval process.

The expression of interest must include the following:

• A brief note about addressing the evaluation criteria;

• A short bio of the person(s) to be involved;

• Confirm availability in the project period.

9.7   Financial Assistance

APQN organizes projects for the benefit of its members on an ad hoc basis or provides financial support for its members to attend conferences/seminars/workshops. In most cases the funds for these activities are derived from external funds. The rules for eligibility and the procedures for support are outlined below.

9.7.1   Eligibility

APQN follows the data on World Bank classification of countries/ economies and other relevant sources to decide on eligibility for financial assistance. Countries and territories eligible for financial support using this classification are the low and middle income economies listed below. Within middle income countries, preference would be given to lower middle income economies for assistance, other things being equal. Countries and Territories not eligible for travel assistance include high income economies.

Table 9-1: List of the countries of eligibility for financial assistance

Low-income economies (US$995 or less)	Lower-middle-income economies (US$996 to US$3,945)	Upper-middle-income economies (US$3,946 to US$12,195)	High-income economies (US$12,196 or more)
Afghanistan	Bhutan	American Samoa	Australia
Bangladesh	China	Fiji	Brunei Darussalam
Cambodia	Cook Islands	Iran, Islamic Rep.	Chinese Taipei
Korea, Dem Rep.	Indonesia	Kazakhstan	French Polynesia
Lao PDR	India	Malaysia	Hong Kong SAR, China
Myanmar	Kiribati	Palau	Japan
Nepal	Kyrgyzstan	Russian Federation	Korea, Rep.
Niue	Maldives		Macao SAR, China
Solomon Islands	Marshall Islands		New Caledonia

Tajikistan	Micronesia, Fed. Sts.		New Zealand
Tokelau	Mongolia		Singapore
	Nauru		
	Pakistan		
	Papua New Guinea		
	Philippines		
	Samoa		
	Sri Lanka		
	Thailand		
	Timor-Leste		
	Tonga		
	Turkmenistan		
	Tuvalu		
	Uzbekistan		
	Vanuatu		
	Vietnam		

9. 7.2   Application for support

A Call for Applications will be released to members by email as well as through the APQN web site at least two months prior to the event. The details of the beneficiaries, funding scheme and the amount will be made available to all APQN members through the APQN website after the event.

Applications should be submitted to the Secretary/Treasurer of the Network. Applications must be made by a member organization on behalf of itself or one or more of its staff or members of its Council or Board, or a group of such organizations.

• Funding from APQN will be limited and the applying organization is expected to contribute funds and/or other support, e.g. in-kind support, to the project.

• Applications should be endorsed or submitted by the head of the applying organization.

• Applications must be made by a full or intermediate member of APQN from developing countries on behalf of itself or one or more of its staff or members of its Council or Board, or a group of such organizations.

• Associate members with special needs, who can make an impact on QA capacity development in the country or region will be considered.

• Applications are considered by the APQN Finance Committee, which makes recommendations to the Board.

• Applicants will be notified of the results of their application within one month of the deadline after the receipt of their Application for Support.

• The same organization will not normally receive support in each of two successive years.

• A one-page report must be submitted to the Secretary/Treasurer of the Network following the event indicating what benefits have or will accrue from having received support. Payment will take place only after completing this report.

In the case of some specialized services and assignments, the Board can directly nominate/ invite experts, and formal application processes will not be applicable.

9.7.3   Evaluation of applications

Any application for support is evaluated with the following criteria in mind.

• Application is from a member organization in an eligible country

• Applications which have the greatest potential for building capacity in quality assurance in one, or preferably several, countries of the region.

• Applications demonstrating that support will impact on` sustainability and/or have a multiplier effect

• Application is vital and there are no other alternatives open to the applicant

(See Appendix)

9. 7.4   Application for support

According to APQN previous function, administration rules of APQN Secretariat and the financial principles of APQN Financial Committee, the basic procedure goes along with APQN members:

1. APQN gave financial support to APQN Board members who attend APQN Annual Conference (AAC) and Annual General Meeting (AGM).

2. Board Members should also submit "Call for 2017 Applications for Sponsorship" to APQN Secretariat before February 25. The application amount shall not exceed the actual cost of the air tickets and accommodation fees.

3. The Finance Committee will have a discussion meeting to decide the actual amount of each Board member, in accordance with the total funding budget. The decision will be made at the finance meeting by the Finance Committee before AAC and AGM.

4. After AAC and AGM, each Board member submits APQN Secretariat the following items for reimbursement: (1) the electrical flight ITINERARY with the flight expenses or invoices of flight tickets; (2) hotel accommodation invoices.

5. Upon receiving the bill, the Secretariat shall go through the procedures for the transfer of funds to each Board member the amount that the Finance Committee decided.

Chapter 10   The Network

Over the past few years, many groups of QA organizations have formed networks, on the basis of geographical regions and on specific organization characteristics such as specialized and professional accreditation. Being supportive of this development, APQN works not only with and for its member organizations but also with and for the networks of the organizations. APQN's statement on collaboration with the organizations is called "*Dissolving Boundaries for a Quality Region*" and can be found on the website.

10.1   Regional and National Networks

At the moment APQN cooperates with international, regional and national networks and sector groups who can contribute to the work of APQN, includes the following:

Table 10-1: List of the regional and national networks/organizations

S/N	Name of the network/organization
1	ANQAHE (Arab Network for Quality Assurance in Higher Education)
2	ANQAHE (Arab Network for Quality Assurance in Higher Education)
3	APEC (the Asia-Pacific Economic Cooperation)
4	AQAN (the ASEAN Quality Assurance Network)
5	ASEAN (the Association of Southeast Asian Nations)
6	AUN (the ASEAN University Network)
7	CHEA(the Council for Higher Education Accreditation)

8	ECA (the Economic Commission for Africa)
9	ENQA (the European Association for Quality Assurance in Higher Education)
10	INQAAHE (the International Network for Quality Assurance Agencies in Higher Education)
11	UNESCO (the United Nations Educational, Scientific and Cultural Organization)
12	World Bank and others

The representatives of the regional networks meet once every year during APQN Conference. In addition during the year other workshops and meetings may be organized.

10.2   Memorandum of Co-operation

Since May 2008 various regional and national networks have signed a Memorandum of Co-operation with APQN, thereby intensifying their relationship with APQN. A Memorandum of Co-operation between two organizations 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 APQN Secretariat. A Memorandum of Co-operation has to be signed in three-fold one copy goes to the Network, one copy to the APQN President and another copy goes to the Secretariat.

Chapter 11　The Volunteer

11.1　Background

Since the inception in 2003, APQN has been advocated the spirit of dedication. Dedication is the passion and love for the cause of the education quality bonded by the affection and fraternity among APQN members. In the call of this love, the Board members fulfill their duties well in their individual positions in their home countries while complete APQN work as a dedicated cause without remuneration. Therefore, in fact, everyone in the big family of APQN is a volunteer. Being a Board member, even for the president, is not a privilege but an increased responsibility for service. Volunteers can serve the development of quality assurance of higher education and serve the great cause of higher education in and beyond the Asia-Pacific Region.

Volunteerism is a powerful methodology of engaging all to contribute for APQN's vision, value and goal. Volunteerism benefits both APQN at large and the individual by strengthening trust, solidarity and reciprocity among members, and by creating opportunities for participation.

APQN hopes that persons with expectation and caring in education will have the chance to serve for APQN, and help to improve regional higher education quality assurance system, contributing in the sustainable development of both APQN and higher education.

11.2   Value and Spirit

A volunteer has the same name in every country. Since the volunteering spirit became the core of common value in the civilized society in some countries, volunteering activities are important ways for citizens to participate in social life. "*Contribution, friendliness, cooperation and progress*" are core value of volunteering spirit.

As a citizen in human society, it is the inescapable responsibility to willingly perfect community work, promote social welfare and drive human development, putting personal gain aside. Believe in the value of "*committed to quality higher education and supportive of quality organizations in the region*", APQN plays an active role in the field of higher education quality assurance in the region. Each member inherits and carries forward the volunteering spirit of "volunteering makes my happiness, contribution achieves my progress", and service in regional academic exchange, policy making and practice promotion.

11.3   Significant of being a Volunteer

Being a volunteer is a triple-win project.

For volunteer

• Opportunities to participate in APQN academic researches and international conferences;

• Opportunities to work with the distinguished professors, experts and consultants all over the world;

• Opportunities to improve personal comprehensive abilities, and gaining working experiences in international non-government and non-profit organization;

• Getting new visions in the research of higher education development and quality assurance for further study;

• Enriching life experience;

• Fulfilling self-worth and contributing to the society.

For APQN

•Promoting the development of APQN;

•Advancing the accomplishment of APQN's value, mission, goal and objective;

•Improving the benefits of APQN;

•Building up a dynamic and influential platform for the world.

For the World

•Satisfying the social demands and guiding the life concept;

•Improving interpersonal relationship and resolving social conflicts;

•Encouraging the spirit of devotion and strengthening the responsibility of citizen;

•Facilitating the exchanges between countries and *harmonious* the global development;

•Volunteering and cooperating in human spirit and public resources.

We will offer

1. APQN volunteer certification issued by APQN;

2. Academic and practice mentorship from experts and professors;

3. Platform for international cross-border exchange and cooperation.

11.4   Volunteer Categories and Responsibilities

All categories of volunteers, including short–term and long-term, are warmly welcomed in the sustainable development of APQN and are encouraged to use their expertise. Therefore APQN is recruiting three categories of volunteers as follows.

1. Expert volunteers.

Expert volunteers include lecturers, professors, experts, consultants and other scholars in the fields of quality assurance in higher education. They are expected to provide advisory opinions for APQN researches, academic conferences, policy-making decisions, construction of QAAs, academic speeches, policy investigations and others.

2. Activity volunteers.

Activity volunteers welcome those who are interested in the QA issues of higher education and want to make a difference. They are responsible for fundraising, planning, organizing, coordinating and executing all kinds of APQN's activities. AAC volunteers are required to master fluent English communication skill because they will contact and communicate with the participants and the delegates from all over the world.

3. Volunteer translators.

As a cross- border NGO, English is the official language in APQN. More than one language is spoken in the Asia-pacific region, and the experiences and achievements of APQN member are expected to be studied and communicated by more. Therefore, all multilingual persons are welcomed in APQN. They are responsible for bilingual or multilingual translation of documents, manuals, reports, and interpretation in various activities and international conferences. Proficient level in the perspective language is required.

11.5   Application

Volunteers from all over the world are warmly welcomed in APQN. If you are interested, please fill in the following application form, sign and date the declaration, and send it to: apqnsecretariat@163.com

Application Form for APQN Volunteer

※Please complete all sections on electronically and send it as a Word or PDF document via email to APQN Secretariat.

Type of Volunteer applied for:	□Expert volunteer □Activity volunteer □Volunteer translator		(Photo)	
Full Name both in English & local language				
Date of Birth：	(mm/dd/ yyyy)	Sex:	□ Male □ Female	
Nationality:		Organization:		
Major:		Research interest		
Phone:		E-mail:		
Working Experience:				
Volunteering and other Experience:				
Description of Volunteering Activity or Job:				
Decision form APQN Board: □Acceptance □non-acceptance				

Applicant's Declaration

1. I have read and understood the instructions, and I certify that the information provided by me on this application is complete and accurate.

2. I understand that APQN has the right to withdraw any offer it may make should any statement in this application prove to be false.

3. I confirm that, if admitted to APQN, I will conform to all APQN rules and regulations.

Signature _____   **Date _____ / _____ /_____**

(mm/dd/yyyy)

Chapter 12   The Quality Awards

12.I   Introduction

APQN Quality Awards were initiated in 2013 which aimed to mark decennial celebrations of APQN. By 2016, 38 awards have been given to prize winners both within and outside the Asia-Pacific Region. As feedback to APQN Quality Awards has been very encouraging, APQN Board decided that awards would continue every year but some of the Award themes may change accordingly.

APQN would encourage members which have been doing much more outstanding work individually, institutionally, nationally as well as internationally to submit applications for Quality Awards. APQN Quality Award is intended to identify and distinguish extraordinary or prominent QA contributions and good practices that have potential of replications in the Asia-Pacific area. APQN Criteria and Chiba principles will be generally applied to all categories as selection criteria.

12.2   Award Category

APQN Quality Award categories are as follows:

Category	Award Description	Nominee
1. APQN's Best/Model Internal QA	This award is for institutional and associate members only. The members who have committed to quality assurance mechanisms	institutional & associate member of

Award	and quality culture building are encouraged to apply for this award so as to make much wider circulation about their best or model IQA practices and experiences.	APQN
2. APQN Quality Champions Award	This award is set up for individuals of APQN members who have made outstanding contributions in promoting quality and excellence of higher education and recognized nationally and internationally in his or her research achievements or leadership of QA activities.	individuals of APQN members
3. APQN Award of International Cooperation in QA	Category 1: This award is open to full and intermediate APQN members. This award recognizes organizations which have engaged in successful cooperation with other organizations internationally to further cross-border education and quality assurance of international initiatives.	full and intermediate members of APQN
	Category 2: This award is also open to organizations outside the APQN region. This award recognizes organizations which have engaged in successful cooperation with organizations and institutions within the Asia-Pacific region to further cross-border education and quality assurance of international initiatives.	organizations outside the APQN region
4. APQN Award of Strengthening QA Profession	The organizations which have taken steps to strengthen quality assurance as a profession by various means such as contributing to formal qualifications in quality assurance, providing professional training, courses to staff for professional development, offering sabbatical to employees to gain formal qualifications in quality assurance, introducing short/ long courses for assessors / reviewers for empaneling on database etc.	all members of APQN

5. APQN Award of Staff Capacity Building	This award is open to all categories of APQN members. The members who have made prominent contributions in training all kinds of staff capacity, supporting staff reviewers locally and/or regionally, especially those who have developed sound and effective material kit of training would be nominated.	all members of APQN
6. APQN Best Consultant Award	This award is open to the 184 consultants listed in Database of Consultants of APQN website (http://www.apqn.org/services/consultantsdb/) who did contribution to quality of higher education in this region, who have provided advice, conducted workshops, did onsite reviews and all other activities to the member organizations of APQN, INQAAHE and ANQAHE.	All the consultant listed in Database of Consultants of APQN website
7. APQN Best Volunteer Award	This award is open to all the volunteers who did contribution for the development of APQN, including expert volunteers, activity volunteers, volunteer translators, etc.	all the volunteers
8. APQN Best Benefactor	This award is open to all the fund and in-kind donators who did contribution for the development of APQN. It is automatically given due to contribution made.	all the donators
9.Successful Hosting APQN Annual Conference	This award is given to the host who hold APQN Annual Conference (AAC) and Annual General Meeting (AGM). It is automatically given to host of AAC.	the host of AAC and AGM

12.3   Nomination Form and Submission

Only Chief Executive Officers of APQN Full, Intermediate and Associate members and APQN Board members can send nominations for themselves

or other APQN members. The presidents of institutional members could send nominations for themselves or other APQN institutional members for APQN's Best Internal QA Award.

Generally APQN member will not be considered for award for two consecutive years. Members can submit up to two nominations free of cost. Fee of 50 USD per nomination will be applicable if more nominations are made.

Special attention should be given to the applicants' Contribution to APQN because it is "APQN's Award" who has been devoted to "enhancing the quality of higher education in the Asia-Pacific Region".

Please fill in the nomination form for APQN Quality Awards

Award category	
Names and contact details of members being nominated	
Names and contact details of the person making nomination	
Detailed description of Award nomination	(including background, purpose, procedures, reasons of success and impact ;relevant evidence, especially its contribution to APQN; up to 800 words)
Promotion value	(especially promoting in the Asia-Pacific Region, up to 200 words)
Description on Contribution to APQN	(This part is filled by APQN administrator based on the historical records, APQNews and Annual reports)
Panel Decision	□Accepted □Rejected Reasons: _____ (Signed by the review committee)

Nomination forms could be submitted to APQN Administrator by email at apqnsecretariat@163.com by **February 25**.

12.4   Selection Procedure

After the nomination forms are received, the administrator will fill in the "Description on Contribution to APQN" according to the historical records and then make a list on all the applicants.

A review committee made up of all the Board members will review all the nominations and make final decision on Quality Awards. No appeal will be provided as this is a peer review or judgment.   In order to avoid conflict of interest, 1) those who are both nominators and reviewers cannot vote for the applicants he/she nominated; 2) the reviewer cannot vote the same applicant from that he/she belongs to.

12.5   Award Presentation

APQN Quality Award will be presented during the forthcoming APQN Annual conference. Attractive mementoes and certificates will be awarded to the winners.

In addition, award winners will be invited to present and share their good practices in APQNews or AAC with other members as well.

Chapter 13   The Consultant Database

13.1   Introduction

The Asia Pacific Quality Network (APQN) cooperated with the International ***Network for Quality Assurance in Higher Education (INQAAHE)*** to develop Consultant Database since 2009. The initial priority was given to strengthening a global database for (1) general quality assurance consultants; it is also a high priority to strengthen its databases;(2) consultants in institutional quality assurance; and (3) consultants for programmatic quality assurance. In order to recruit qualified consultants, APQN would send an invitation to member organizations to nominate qualified candidates for each of the three categories of consultants first. Then, all candidates will be reviewed by a Review Committee which will have oversight of the Consultant Database and will make selections from those who submit applications. Up to present, 186 experts have been included to Consultant Database after review by the international committee composed of members from both APQN and INQAAHE.

In this context, this manual gives priority to the maintenance and enhancement of Consultant Database. Depending on the needs of the membership, the database should be maintained regularly, including selecting consultants, reviewing the utilities of the database, and improving its visibilities and functionalities. Although the database is primarily meant to serve the APQN membership, considering the need and advantages of involving experts from other regions, the database includes entries from outside APQN membership. This gives a global approach to Consultant Database.

13.2   Selection Process and Criteria

The primary source of all experts comes from recognized quality assurance bodies. In general, an organization which is a member of APQN or INQAAHE will be seen as a credible QA organization by APQN. Annually, APQN sends out invitations to QA

organizations. The QA bodies can identify who their nominees are and the nominations need not be restricted to staff or officials of the QA organization; they can be from outside the organization and outside the region but they are the people on whom the organization is able to place trust as 'QA consultants'. The nominating organization should notify the nominees of their nomination and seek their approval to do so. Having the QA bodies do the nominating gives APQN some level of third party testimony of the capability of the nominees.

APQN then asks for certain information of the nominee from the QA organizations which the quality assurance bodies pass onto their respective nominees. A brief bio and curriculum vitae (CV) are required from each nominee. A CV alone may not be very helpful since it may be more academic than practical. Therefore, APQN also requires information in a structured data form. Information required in the data form includes such things as contact information, areas of expertise, a comprehensive list of national and international consultation experience etc. The information received is reviewed with respect to the selection criteria. The process of screening and refereeing against the criteria is overseen by a Review Committee.

13.3   Review of Nominees

The process of refereeing against the criteria is undertaken by a Review Committee(RC). The RC consists of three members - an APQN board member, an external QA expert outside the Board and a representative from APQN institutional member. The role of the RC is to review the submissions for the database and later make recommendations to the APQN Board based on the refereeing process. The RC is appointed by the APQN Board for a period of one year. The terms of reference of RC are:

   1) To screen the nominations received from the QA organizations

   2)To identify the potential consultants out of the nominations

   3)To review the nominations

   4)To make recommendations to the APQN Board

In carrying out the above functions, the RC can co-opt others from a list approved by the APQN Board and delegate certain responsibilities as necessary.

13.4   Flow of the Nomination and Review Process

Step 1: Invitation: APQN sends out invitations to QA organizations.

Step 2: Receiving Nominations: QA organization sends in nominations and provides some essential data about the nominations in a pre-structured template.

Step 3: Establishing a three-member Review Committee (RC) with a Convener

Step 4: Reviewing: RC reviews the nominations and selects the ones that are fit for the database.

Step 5: Refereeing process: The RC members are given two weeks to provide comments.

Step 6: Final selection: RC communicates report the recommendations to the APQN Board, which will be published in APQNews.

Step 7: APQN Board approves.

Step 8: Inclusion in the database and notify the nominators and nominees.

13.5   Database functionalities

The Database can be found at http://www.apqn.org/services/consultantsdb/.The opening page contains a few lines of general information about the database and also the search function. Visitors to the website can search the site by keyword, specialization, organization affiliation, gender, country, time that one could give for consultancy and availability during a specific period. The database needs to be reviewed annually and any changes should be signed off by the APQN board. The APQN administrator has the executive responsibility for the Database. Once a year, the APQN board will invite its members to make nominations to the Database.

13.6   Form to provide details of nominees

There are three parts of details of nominees which should be provided by the nominating organization. The nomination form is as follow.

1. General Information			
Title	☐Dr. ☐Prof. ☐Miss ☐Mr. ☐Ms. ☐		
Given Name(s):		Family Name(s):	
Nationality/Citizenship:		Gender:	
Current Position:		Current Employer:	
Office Telephone:		Email:	
Mailing Address:			

2. Language			
	Skill	Fluent (please tick one)	
English	Speak	☐Yes	☐No
	Write	☐Yes	☐No
	Read	☐Yes	☐No
French	Speak	☐Yes	☐No
	Write	☐Yes	☐No
	Read	☐Yes	☐No
Chinese	Speak	☐Yes	☐No
	Write	☐Yes	☐No
	Read	☐Yes	☐No
Others (please specify)	Speak	☐Yes	☐No
	Write	☐Yes	☐No
	Read	☐Yes	☐No

3. Academic Qualifications and Training			
Degree	Institution	Country	Year Completed

4. Experience (Please Check as Many as Apply)	
Areas	☐ Institutional quality assurance reviews/ audits.
	☐ Program reviews/ accreditations
	☐ General QA consultancy
	☐ Setting up of new QA organization
	☐ Institutional assessment
	☐ Training of experts / external reviewers
	☐ Institutional quality audits
	☐ Internal QA of institutions

Specialization	☐ Institutional accreditation
	☐ Self-study guidance to institutions
	☐ QA of cross border offerings
	☐ External review of institutions
	☐ Student feedback and surveys
	☐ Quality Indicators and benchmarks
	☐ Research assessment
	☐ External Review of QAAs
	☐ Online program accreditation
	☐ QA of Open learning institutes
	☐ Other (please specify)

5. Examples of Experience: List of National and International Consultations / Audit / Review

Type of Experience	Brief Description	Location (Institution/ City/Country)	Type of Experience
Institutional quality assurance reviews/ audits			
Program reviews/ accreditations			
General QA consultancy			

6. Professional Summary

(Please write a professional profile of 500 words)

I certify that the information provided in this form is true and correct. The APQN is hereby authorized to register my name in its database and to release my name and the information provided in this form to its members seeking expert assistance/ consultancy in activities related to quality assurance/ Reviews.

Signed   by _____   Date _____

Chapter 14   The Online Forum

14.1   Introduction

The purpose of the APQN online Forum is to encourage participants from APQN members, either individually or in groups, to discuss topics related to quality assurance of higher education through the guidance of colleagues who are experts in the field of the chosen topic. The APQN online forum is anticipated to act as a platform for a very intense discussion and reach successful outcomes to satisfy all APQN members and meet their professional needs.

Up to 2016, APQN on line forum has been held six times, the including "*Learning Outcomes and Accountability – the Role of EQA and IQA*", "*Role of EQA on IQA on Quality of Cross-border Higher Education*", "*Quality Assurance for Sustainable Learning, Teaching and Research in Higher Education*". In general, the topics for most of the forums have been identified through annual conferences, surveys, and recent QA trends. It is expected to be held at least every two years. The whole online discussions last one month/ four weeks.

14.2   Role and Responsibilities of Convener

The main role of the convenor is to decide the theme, invite the facilitators and coordinate the online forum in cooperation with the facilitators. The convenor is responsible for ensuring that the convenor and the facilitators as a group share the division of sub-topics within the team. Besides, the convenor shall come up with a plan of the timelines for discussion of each sub-topic. The convenor, as the team leader is responsible for getting the group to work and to ensure that the group makes the necessary progress and for wrapping the forum up. As a good team leader, he/ she is supposed to take advantage of the following guidelines:

1) He/ She should open the online forum by uploading a welcome message to the participants elaborating of the topic to be discussed and how the forum is organized, i.e. what is the role of the facilitators and the participants respectively.

2) He/ She has to be available to respond to any questions in that regard.

3) In the course of the forum, He/ She should log onto the forum site and ensure that the discussions are progressing successfully and assist the facilitators while they are running into difficulties.

4) At the end of the forum, He/ She summarizes the outcomes of the discussions and liaises with the participants about possible follow-up activities to the course.

5) After it has officially been closed off, he/ she submits a final report to APQN, which will be published in APQNews.

14.3 Role and Responsibilities of Facilitators

The facilitators should work with the convenor to prepare the discussion materials, warm-up questions and assignments for a designated subtopic. Each facilitator will be assigned a sub-topic and will be responsible for the discussion of that given sub-topic. In general, the facilitator should actively participate and inspire the participants to share their views by asking questions or presenting good practices. This responsibility requires the facilitator:

1) To formulate the questions and assignments for the forum and post them on the forum site for participants to comment on or complete.

2) To log onto the forum site at least once a day during the period (normally one week to 10 days) where the facilitator is responsible for a subtopic.

3) To structure and initiate the discussion on a given sub-topic.

4) To comment, respond and share his/ her views on the questions addressed by the participants.

5) To comment the assignments given by the convenor.

6) To write up a short report for the convenor on the main outcomes of the discussion of a sub-topic.

14.4   Procedure of on line discussions

Step 1: The convenor decides the topic and subtopics and comes up with the Plan of schedule.

Step 2: The convenor invites the experts in the field to facilitate the discussions of a designated subtopic.

Step 3: The facilitators prepare discussion reading materials, and formulate key questions and /or assignments for the participants to consider.

Step 4: The APQN Secretariat announces the topic and timeline of the Forum to all APQN members.

Step 5: APQN members submit the nomination form to the APQN Secretariat, including the number of participants, their job titles, and contacts.

Step 6: The APQN Secretariat e-mails a list of participants to the convenor and facilitators for their reference before the forum kicks off.

Step 7: The APQN Secretariat distributes the instruction of access and use of the APQN online forum to the convenor, the facilitators and participants.

Step 8: The online forum begins (a month).

Step 9: The convenor submits the final report to the APQN board within three months.

## 14.5   Access and Use of the Online Forum Area

The instruction to access the moderated discussion forum on the APQN website is as follows:

Step 1: Go to http://www.apqn.org/forums/ or click the "Restricted Area" on the top left corner of the home page of APQN web http://www.apqn.org.
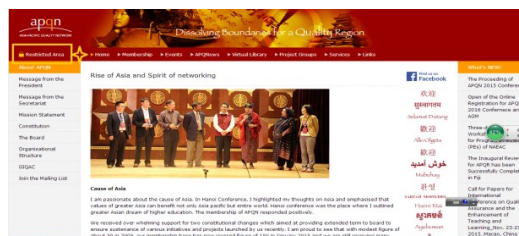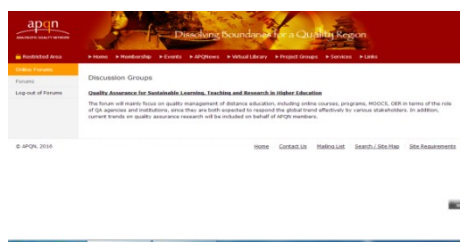
Step 2: Select to log in as "Moderated Online Forum Participant/Facilitator", and enter the email address you have submitted for this Forum, along with your password, and then click the 'Login' button.
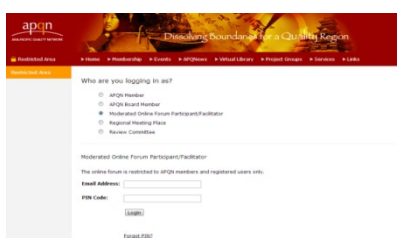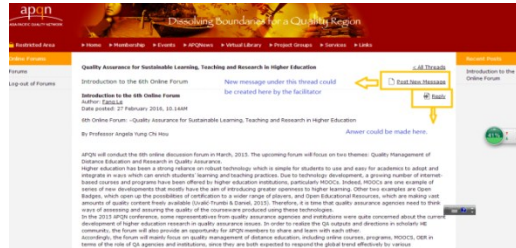

Step 3: Once inside the Forum, click on the link of the forum theme. This is the main heading for the online discussion you have just registered for.

Step 4: You will see a thread called, 'Introduction to the Online Forum'. Click on this link to open the discussion.
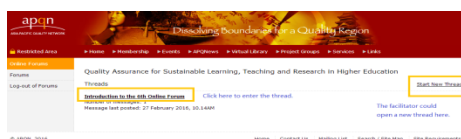
Step 5: Reply to messages posted by clicking on the 'Reply' link to the right of the messages.

Step 6: Logout when you are finished by using the link on the left-hand side of your screen.

14.6   Nomination of Participating Organizations

To participate in the online discussions, the head of the organization must nominate a team of two to five members of the organization. Asking teams to participate rather than individuals gives opportunity to support 'within group' discussions which are essential to reflect on national contexts. One of the nominees needs to be identified as the coordinator or leader of the team. This can be done by filling up the enclosed nomination form.

When the team is accepted into the discussions, a two-page note on the national context related to external QA system has to be sent to the APQN Secretariat for convenor and facilitators references. Once the discussions begin, the team has to follow the timeline that will be sent by the Secretariat and actively participate in on line discussions.

14.7   Nomination form

General Information of Nomination form		
Nomination for:	(Name of the QA organization, country/territory)	
Nomination from:	(Name & title of the nominator)	
Number of participants in the team:		
The proposed leader		
Full name		
Name you prefer to be called:		
Job title:		Email address:

Participant 1			
Full name			
Name you prefer to be called:			
Job title:		Email address:	
Participant 2			
Full name			
Name you prefer to be called:			
Job title:		Email address:	
Participant 3			
Full name			
Name you prefer to be called:			
Job title:		Email address:	

Appendix:

1. Application for Support

Application for Support

Name of applying APQN organization:

Name of applicant:

Address:

Phone: Fax: Email:

Nature and purpose of support

Date(s) support is required:

Expected benefit to the applicant:

Total budget for the activity (attach details of budget in local currency):   USD

Amount requested from the Network: USD

Amount to be contributed by the applying organization: USD

Amount to be contributed by other bodies: USD

Are you willing to open this Programme to APQN member participation?   ☐Yes   ☐No

Signature of applicant:

Bank information for payment of funds

Bank name (exact):

Bank mailing address (complete):

Name on account (exact):

Number of account:

International bank code (*ABA/Swift Code*):   BSB / IBAN / other:

Office use only

Name of person approving the form on behalf of APQN Finance Committee:

APQN undertakes to provide the support requested.

Signature:

Date:

2. Contract for Professional or Technical Services

Contract for Professional or Technical Services

Name of the APQN organization requesting the service if not the Board:

Location where services are to be rendered, if relevant.

Proposed date(s) of activity:

Nature of services required (technical assistance; professional consultation; speaker; workshop coordinator, etc.) (attach details as necessary):

Name of service provider:

Position:

Organization:

Mailing address:

Phone: Fax: Email:

Website: *http://www.*

Fee (in US$):

Other support for the provider (e.g. travel, accommodation, facilities, etc.):

I undertake to provide the above service, for the fee and support indicated.

Signature of provider:

Bank information for payment of fee
Bank name:
Bank mailing address:
Name on account:
Number of account:

International bank code (Swift Code):   BSB / IBAN / other:

Office use only
Name of person approving the form on behalf of APQN Finance Committee:

APQN undertakes to provide the fee and support indicated in return for the above service.
Signature:
Date:

3. Application for Reimbursement

Application for Reimbursement

Reason for reimbursement: In what capacity did you attend?

Name of APQN organization requesting reimbursement:

Name of applicant: (Job title:)

Mailing address:

Phone: Fax: Email:

What is your local currency?

Details of goods and/or services to be reimbursed

Date	Goods and/or services	Currency	Cost
		USD	
		USD	
		USD	
Total			

☐ *I confirm that the above details are a true and accurate record of activities undertaken by myself/my organization, and that the reimbursable amount is just and fair.*

☐ *I have attached relevant originals/copies of documents/receipts relating to the costs to be reimbursed to support my application for reimbursement.*

Signature of applicant:

APQN authorized person approval (name and signature):

Notes:

- *If requesting reimbursement for an airfare, please note that only the cost of an economy class APEX fare will be reimbursed.*

- *All receipts must be retained for reimbursement purposes. Payment will only be made upon presentation of receipts submitted in conjunction with this form.*

- *Activities can only be reimbursed if prior approval has been granted.*

Bank information for reimbursement

Bank name (exact):

Bank mailing address (complete):

Name on account (exact):

Account number:

International bank code *(ABA/Swift Code):*   *BSB / IBAN / other:*

Payment will be processed as soon as possible by wire transfer.

4. Conflict of Interest Declaration

Conflict of Interest Declaration

I, _____, declare that I have no /do have conflicts of interest that may have an impact on my involvement in the following:

_____

_____

_____

In case a conflict of interest is declared please state the nature of the conflict.

_____

_____

_____

Declaration

The above statement is true and accurate.

Name: Signed: Date:

Dissolving Boundaries for a Quality Region

APQN PROCEDURE MANUAL

(Version 3)

October 31,   2017