

APQNews (Issue 14)

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Issue 14

APQN Mission Statement

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

APQN Values:

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

HAPPY NEW YEAR

2017 APQN New Year Greeting

December 20, 2016

Dear APQN members, dear colleagues and friends: **HAPPY NEW YEAR!**

In a few days, the bell of New Year will be ringing. We'll say goodbye to the year of 2016 and greet the first ray of sun light from 2017. On the occasion of New Year, on behalf of APQN Board, I'm extending my festival greetings and best wishes to 174 members and your families, extending my sincere appreciation and deep respect to those who care and support the development of APQN!

Looking back in the year of 2016, we are very proud. This year, APQN entered its 13-year-old blooming age, showing its vibrant, vigorous tendency of sustainable development.

In this very year, APQN successfully completed the new election at expiration of the last office term. It ensured the ship of APQN to continue its voyage to the "blue sea" of education quality without border under the direction made by the previous 4 Boards as well as under the leadership of the new Board.

In this very year, APQN completed "APQN Strategic Plan (2016-2019)", in which APQN strengthen the goal, the mission, the vision and the value made by the previous 4 Boards. It ensured APQN's first step to complete the seven goals and actions along with ten targets in the next three years.

In this very year, APQN launched the project of "Compilation of APQN Procedure Manual" pursuant to APQN Constitution, which added more chapters such as "volunteer", "fund-raising project" and other chapters on the original version. It ensured APQN's ability to function systematically and sustainably.

In this very year, APQN, together with National Assessment and Accreditation Council (NAAC) in India, released "Bengaluru Statement 2016 on Next-Generation Quality Assurance of Higher Education". It ensured that APQN would join hands with the colleagues from Asia, Europe, America and Africa to establish a global quality platform.

In this very year, APQN held *2016 APQN Annual Conference and Annual General Meeting* hosted by Fiji Higher Education Commission in May in Fiji, co-organized *Global Summit on Quality Higher Education* in September in India, held *the International Conference on Quality Assurance* co-operated with Macao Institute College in China and held *the Workshop of APQN's and APQR's Memberships* with Indonesian Accreditation Agency for Higher Education in Health (IAAHEH) in Jakarta.....

New year's footsteps are approaching; APQN will also enter its new year. There is no doubt that in the upcoming new year APQN will face more difficulties and challenges, but will also face new opportunities. Strength and weakness co-exist; opportunity and threat go hand in hand.

The new year's sunlight is an inspiring horn for APQN's voyage. Standing on a new starting point, based on the solid foundation of APQN's 13-year development, APQN will work together with all members, work hard for the goals and development of 2017's vision. I firmly believe, through the joint-efforts of all members, APQN is sure to achieve the ideal of sustainable development. Under the guidance of the core value concept "dissolving boundaries for a quality region", with our pioneering spirits and unremitting efforts, APQN will certainly "move from one success to another success".

Finally, on the New Year's Day, on behalf of APQN Board, I sincerely wish all members **Happy New Year, 365 Healthy and Prosperous days in 2017! And see you in Moscow in 2017 APQN Annual Conference!**

Sincerely yours



APQN Board: Jianxin Zhang Angela Hou Yung-chi Li Yaogang Jagannath Patil
Manuel Corpus Zita Mohd Fahmi Galina Motova Malini Nair-Prasad

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PRESIDENTS' SPEECHES

Opening Speech at APQN Annual Conference in Fiji

APQN: A Role Model of Sustainable Development



Respected Dr. Mahendra Reddy, Hon'ble Minister of Education, Heritage & Arts & National Archives of Fiji, Organizing Committee Chair Ms. Salote Rabuka, Fiji Higher Education Commission (FHEC), Colleagues on APQN Board and the Annual General Meeting (AGM), Delegates for the APQN-2016 Conference and Colleagues from Fiji Higher Education Commission (FHEC), I am delighted to welcome you to this 10th Annual Conference

of the Asia-Pacific Quality Network as the President of APQN.

I am pleased to note that the 2016 APQN Annual General Meeting is being held in the Pacific region after a span of 10 years. In 2005, the APQN organized its AGM and a small scale meeting that complemented the INQAAHE Biennial Conference in Wellington, New Zealand. Since then, the APQN has grown exponentially with a membership base of over 160 members spread across 51 countries in the region.

We are thankful to the Fiji Higher Education Commission, an APQN member for graciously offering to host the APQN Conference on Sustainable Development of Quality Assurance in Higher Education that is scheduled for 25th – 27th May, 2016 at the InterContinental Fiji Golf Resort & Spa in Natadola, Fiji.

The APQN Conference and AGM are preceded by the INQAAHE forum from 22-24 May 2015 at the same venue. The culmination of both events will add convenience to about 100 members from the Asia-Pacific region active in both networks. It's time to get ready for the exciting opportunities to share good practices, present papers and network within the QA fraternity.

1. Sustainable Development of Quality Assurance

The Conference theme on sustainable development in Higher Education is one of the important issues that quality assurance agencies and higher education institutions are concerned about. As usual, our effort is to bring diverse perspectives on the issues of concern for debate and discussion among APQN stake-holders. Our 1st key note speaker is Dr. Rafael Laavori, International Director, the National Agency of Quality Assessment and Accreditation of Spain (ANECA), Spain. He brings a very mature perspective from European Higher Education System, which has seen rapid

development in strengthening higher education and quality assurance. Our 2nd key note speaker his Excellency Prof. Mohammad Osman Babury, Deputy Minister for Academic Affairs, Afghanistan Higher Education, Afghanistan, brings a completely different perspective from developing country.

It has been our sincere effort to bring in ideas and practices from different geographical regions as well as diverse cultural and economic backgrounds. I am also delighted to invite you to join us for the 4th edition of APQN Quality Awards, and unique initiative of our network.

2. The APQN's New Decade

In 2013, APQN celebrated its existence of 10 years in the service of Asia-Pacific Community of quality assurance in higher education. The decennial celebrations of APQN coincided with the election of the new board. While celebrating the achievement of a decade, we also committed ourselves to an agenda for the new decade to develop APQN as the strong and sustainable platform for quality assurance in Asia-Pacific. As the board completes its tenure during APQN Annual conference and AGM scheduled at Fiji during 25-27 May, 2016, I take this opportunity to brief our members about our achievements in this year as well as in this tenure of the board.

The beginning of new decade of APQN coinciding with current tenure of the APQN board has seen APQN growing from strength to strength making it one of the most respected and valued quality assurance organization not only in the region but also in the world. While expressing satisfaction of this commendable work, I would give credit of this to team spirit of the APQN board and a deep sense of fraternity and networking among the APQN members.

3. Issue of quality, equality and sustainable development

As many of the developing countries in the world are successfully increasing their gross enrolment in higher education, the world is definitely moving from elitist system to mass higher education system. This huge expansion has various dimensions including increased role of private sector, shift from place bound education to mobile and flexible forms of higher education, emergence of MOOCs and OERs, diminishing control of governments and so on.

These rapid changes have also given birth to issues like degree and diploma mills, accreditation mills and similar challenges like immigration or visa rackets, etc. Universities, quality assurance bodies, governments, inter-governmental agencies and international networks are under increased pressure from students and other stakeholders to play a proactive role in safeguarding the interests of the student community while promoting international student mobility. Reliable information system is one critical challenge.

While some regions like Europe have well established information and recognition systems like ENIC-NARIC, many other regions lack such resources. To address this issue, APQN has initiated a global project on Quality Information Portal, with the help

of UNESCO. If other networks can join this initiative, we will be able to make a substantial contribution in the interest of global student community.

4. Networking for building trust beyond the borders

I believe that appropriate future of networking in quality assurance of higher education is in Networking of networks. Global higher education and quality assurance community is witnessing rapid transformation in theory and practices due to huge expansion of higher education and emergence of different forms of higher education delivery within and across the borders. Flexible forms of higher education such as joint and double degrees, online universities, MOOCs and OERs have posed great challenges for higher education quality assurance community.

It is therefore necessary that quality assurance agencies update themselves with new tools, share and learn practices from peers around the world and network actively with quality assurance bodies within region and internationally.

5. Global Alliance of QA Networks

APQN and Arab Network of Quality Assurance in Higher Education (ANQAHE) have already signed a MoU for inter-regional co-operation in quality assurance. INQAAHE has collaborated with APQN to develop international database of consultants and reviewers. ENQA, APQN and ANQAHE have joined hands to deliver guidelines and toolkit for QA of Cross Boarder higher education under EU funded project. There are several other good examples of how networks can work together.

I have been using all platforms to convey that collaboration of external reviews of EQAAs such as INQAAHE GGP, RIACES, ENQA, CHEA, EQAR and APQR, etc. to avoid duplication of efforts and reduction in cost burden on agencies is very much desirable and possible. Why do we need multiple reviews when mutual recognition of reviews is possible? Newly launched APQR has this mutual recognition provision. Mutual recognition of external reviews of QAAs can actually lead to development of Global QA Register [GQAR] in higher education. There are several such benefits if we come together to form Global Alliance of QA Networks. [GAQA-Net]

I believe APQN has already shown the way to rest of the world as to how network can be a source of inspiration, facilitation and trust creation through sheer commitment and sense of fraternity. I am sure that in years to come APQN will succeed in bringing together all networks of the world and be a torch bearer of quality movement that will enlighten lives of millions of students around the world. I wish the Conference a great success and convey my compliments to all of you for immense contribution to cause of quality networking, which will go a long way in building bridges of trust across borders for a more tolerant, peace loving and sustainable world.

APQN 4th President: Dr. Jagannath Patil in Nadi, Fiji, 26 May 2016

Inaugural Speech at Global Summit in India

Sharing Values and Fostering Trust Beyond Borders

Respected Prof. D. P. Singh (Director of NAAC), Dr. Judith Eaton (President of CHEA), Prof. V. S. Chauhan (Chairman-EC of NAAC), Honorable guests and delegates, dear APQN members, ladies and gentlemen: Namaskar! It's my great pleasure to be here in the 'Silicon Valley of India', 'Hi-Tech Capital' and 'Garden City'! It is a great honor for me to speak on behalf of APQN.



First of all, I must thank Director of NAAC, Dr. Jagannath Patil, all the leaders and staff in NAAC who did a tremendous job to make this great event happen. India is one of the major countries in the composition of APQN members which covers 7% of its total members. NAAC has a very close relationship with APQN because it has been continuously supported APQN in many ways, e.g. in human resources, Dr. Patil from NAAC is the immediate past President of APQN and has dedicated to APQN as a board member for over 10 years. Another example is today's Global Summit in India. NAAC had such a brilliant proposal to host today's wonderful Global Summit in India. It comes true today: organized by NAAC, in collaboration with APQN, and with partners from Asia-Pacific, America, Europe, Africa and Arab Region. NAAC set a new model for APQN to well closely work and cooperate with its members. Great thanks to NAAC!

1. Global Summit Means Mutual Trust and Common Value to All

To start, I'd like to share with you one story that exists in many cultures. At the beginning, the world's people shared one single language and used the same words to communicate. They came to a rich land and settled there. They said to one another "Come, let us build ourselves a city, and a tower with its top in the heavens." So a tower was built. It went taller and taller. God of the world was shocked to see what they did and said: "They spoke the same language and they are one people. Nothing will stop them from what they want to do." So the god confused their speech, and people could not understand one another anymore. They end up arguing one another and eventually, were forced to abandon building the tall tower. The story is most widely known as the Tower of Babel. Traces of similar stories have also been circulated among other cultures with ancient histories. As the story tells us, the more boundaries people draw, the less value they share; the more people unite, the more powerful they become. This is the theme of Global Summit on Quality

Higher Education: *“Sharing Values and Fostering Trust beyond Borders”*.

As you all know, since the founding of APQN in 2003, today it is the largest & the most influential non-profit, non-government international network in QA in the Asia-Pacific Region involved 51 countries and territories which cover half of the world population. APQN’s value of “Dissolving Boundaries for a Quality Region” has been shared by all members; we are trying to build “the Tower of Quality Assurance in Education”, no matter what kind of difficulties we met. In order to reach the goal, APQN with 174 members from 39 countries/territories did many extraordinary practical explorations for the past 13 year. And today Global Summit is one of the events that will make record. All of us here are trying our best to build “the Tower of Quality Assurance”, e.g. CHEA, Council of Higher Education Accreditation with the leadership of Judith, established CIQG (CHEA International Quality Group) 4 years ago. They published “the CIQG International Quality Principles: Toward a Shared Understanding of Quality” last year. They did a marvelous and wonderful job. We , all the stakeholders on QA should join hands to build the new tower. In order to realize our value – to commit to quality higher education, and to support quality agencies in the region.

2. To Establish *Shared Understanding of Quality*

Why are we here today? We are here to establish “a Shared Understanding of Quality” proposed by CHEA, to “dissolve boundary of a quality region”. Boundaries separate but also connect themselves by some special way. Just as Thomas Friedman vividly describes in his famous book "The world is flat". Globalization is a fact. We can't stop it; it has already happened; it is here to stay; and we are moving into this new quality and global stage. Today we are here not to explain what's already happened in the global village but try to offer a roadmap for action of quality assurance in the borderless world that has emerged.

We are here to do something to reach the goal of “Sharing Values and Fostering Trust beyond Borders”! Today, in this conference hall, we, from difference continents, different countries and territories, gathering here to build “the new Tower of Quality Assurance”. We will initiate “Dialogue” among relative QA key stakeholders and leaders of global quality assurance community in higher education.

APQN eagerly hope all participants of the Global Summit work hard in these two days to brain storm the QA issues and share common values in the wake of internationalization of higher education”. APQN eagerly hope the Global Summit can enhance education quality to all, to plant the seeds of QA for the great cause of quality education. APQN eagerly hope the Global Summit will reach the goal of “Sharing Values and Fostering Trust beyond Borders” in the globe, especially to 51 countries and territories in the Asia-Pacific Region! Thank you very much!

APQN 5th President: Jianxin Zhang in Bengaluru, India, Sep. 16, 2016

Inaugural Speech at International Conference in China



Respected President of MPI, Professor Lei Heonglok(李向玉), President of MPI, distinguished guests, dear colleagues& friends, dear teachers and students: good afternoon!

On this sunny day, in this beautiful “Sea Garden”, International Conference on *“the New Frontiers of Teaching and Learning Quality Assurance in Higher Education”* is held as scheduled by Macao Polytechnic Institute (MPI) in cooperation with APQN. On behalf of all APQN Board members and 174 members from 39 countries/territories, I would like to express my sincere greetings to all the participants, and express my heartfelt thanks and warm congratulations to MPI to hold this Conference! (Claps)

The Conference this year is preceded by last year’s conference. Both of them deal with the same theme “Quality Assurance of Teaching and Learning”, in the same place (Macao), organized by the same host (MPI), co-hosted by the same organization (APQN). Three inferences can be made:

1. The theme of “Quality Assurance of Teaching and Learning” is of great importance.

The first university in human history, Bologna University was created nearly 1000 years ago. However, in the past over 800 years, “teaching and learning quality” has never been given the attention that it truly deserves. In the “ivory tower” of academia, on the very first day of the birth of the medieval university, teaching and learning quality has been regarded as a “sacred field”. People used to misunderstand the word “teaching” as teachers’ holy task that can be infringed by no one, while ignoring how much could students learn. People used to assume that any group of curious youngsters would naturally walk out of the college or “black box” as a group of qualified graduates 4 years later.

University is not a magic box. What kind of quality must higher education provided? How should teachers “teach”? How should students “learn”? How can we guarantee universities train qualified students? All the questions await for our answers. This is the reason why we are gathering here today.

“Quality Assurance of Teaching and Learning” is an old but new conference topic and an eternal goal for us to pursuit. We expect such an important topic could remain on our radar for many years to come.

2. This conference is a typical case of “thinking globally and acting locally”.

Founded in 1991, today MPI has entered the golden age of 25 years old. In 2014, MPI was awarded a Judgment of “Confidence” by Quality Assurance Agency for Higher Education in UK. From the perspective of the first internationally recognized

institutional review ever undertaken by QAA in Macao, we can see its motto, its value and its global action of “knowledge, expertise, global vision” as well as “small and beautiful, small and quality”.

In the two conferences held last year and this year, the voice of APQN can be clearly heard. Founded in 2003 as a non-profit & non-governmental regional organization, APQN is 13 years old, the bloom of beautiful youth. APQN has 174 members from 39 countries/territories in the region. At this very international arena, we have been committed to “improve quality of higher education” in the Asia Pacific region which covers half of the world’s population. We try our effort to catch each chance to join hands with QAAs, universities from 51 countries/territories to struggle for high quality of teaching and learning. Over the past two years, MPI’s “*global thought and local action*” made MPI one of the most outstanding examples of all APQN Board members. In 2015 APQN Annual Conference, MPI was awarded “APQN’s Best Internal QA Award”. We hope in 2017 APQN Annual Conference in Moscow, MPI can present your QA experience in the special session.

3. This international conference is one of the many steps in the long journey of "Dissolving Boundaries for a Quality Region".

Since APQN’s inception in 2003, APQN has set its ultimate goal of “Dissolving Boundaries for a Quality Region”. After 13years, APQN still keeps on the same ideal of “quality without boundary”. This September, NAAC in India in collaboration with APQN, held “*Global Summit on Quality Higher Education*” in Bengaluru. APQN and 23 global QAAs co-authored “*Bengaluru Statement on Next-Generation Quality Assurance of Higher Education: A Shared Vision and Commitment for Fostering Partnership Beyond Borders*”. Today, as the globe villagers, “internationalization of higher education” and “education quality without borders” is bound to be our long march.

As a Chinese proverb goes, “it's easy to know, but it's difficult to do”. “Bengaluru Statement” needs action, not just empty talk. Today’s conference is a specific action in the long march. Today MPI joins hands with APQN to call on all the QAAs and universities to build a discussing platform of “Teaching and Learning Quality Assurance”.

Ladies and gentlemen, hope we can make full use of this stage to exchange theoretical ideas and practical experience, focus on the eternal theme of teaching and learning quality assurance. I wish this event a great success! Thank you!

APQN 5th President: Jianxin Zhang in Macao, China, November 22, 2016

THE BOARD

APQN Additional Board Meeting Held in Bengaluru

On September 15, 2016, APQN Additional Board Meeting was held at Le Méridien Bangalore, India. Jianxin Zhang (APQN President), Angela Hou Yung-chi (APQN Vice-President), Jagannath Patil (immediate Past President) attended the meeting.



This additional meeting was held at the same venue of “Global Summit on Quality Higher Education: Sharing Values and Fostering Trust beyond Borders” organized by NAAC, India and co-organized by APQN.

The meeting summarized 4 achievement since the presidency of the 5th Board as following: 1) Having releasing “*Dissolving Boundaries for a Quality Region: APQN Strategic Plan 2016-2019*” on July 7; 2) having set up the first Self-fundraising Project; 3) having completed the application process of Wenhui Award organized by UNESCO; and 4) the Global Summit on Quality Higher Education: Sharing Values and Fostering Trust Beyond Borders has been successfully held.

As for the future activities that APQN is going to do in the near future, 9 items have been proposed or decided: 1) APQN 2017 Conference in Moscow; 2) the release of APQN Brochure and APQNews; 3) The amendment of APQN Procedure; 4) to publish Proceedings of 2016; 5) about the Journal of HEED; 6) the cooperation with APQN members; 7) to promote APQR and Quality Label; 8) to seek for opportunity of applying for Erasmus-plus-programme; and 9) about Co-opted members.

At the same time, the Program Committee (PC) and the Responsibilities of 2017 APQN Conference has been reaffirmed. The PC chair is Jianxin Zhang, and its members are Angela Hou Yung-chi, Li Yaogang, Galina Motova, Jagannath Patil, Manuel Corpus, Zita Mohd Fahmi and Malini Nair – Prasad.

(Written by Jianxin Zhang)

Word from Malini Nair – Prasad, New Board Member

This honor indicates a promising future in higher education sector and quality assurance services for the Asia Pacific and Pacific Island Countries with the European counterparts.

I would like to thank the former President of APQN, Dr. Jagannath Patil, NAAC, India,



the Executive Director, Ms Dorte Kristoffersen of Hong Kong Council of Accreditation of Academic and Vocational Qualifications (HKCAAVQ) and the management of Fiji High Education Commission for having the confidence in me and nominating me for a board member.

On 26-27 May, 2016, Fiji Higher Education Commission tried our best to serve 144 participants from 30 countries at APQN 2016 Conference held in Natadola, Fiji. Through the activity, I know well, as APQN Board member the main spirit is to serve the members with all my effort. It takes special dedication and perseverance to get through

such a demanding position. I am confident that the members influence will continue to encourage our proud tradition of involvement of quality assurance in the higher education sector.

Through my term I will be acting mostly on behalf of the Pacific Island Countries and of course with other regions as well especially for those preparing to undergo recognition towards the Asia Pacific Quality Register, developing their internal quality assurance system as an agency or institute and registration for new members for APQN.

Our aim is to welcome as many reputable agencies to register and be part of this global network. As an individual I will be looking forward for more international policy and cooperation between reputable agencies in terms of recognition of cross border higher education and competency based assessment trainings through the various projects that APQN will come up in the future. This will also help facilitate the research projects on quality development of higher education in the Asia Pacific Region.

VinakaVakalevu and Look forward working with you all!!

Board Member: Ms Malini Nair – Prasad

2016 APQN Award

Seven winners in five categories for 2016 APQN Awards were given at the Awarding Ceremony in InterContinental Fiji Resort Golf & Spa, Natadola, Fiji in the evening of May 26, 2016(see the following table).

S/N.	Category	Winner
1	APQN's Best/Model Internal QA Award	1)American International University, Bangladesh 2)Riphah International University, Pakistan
2	APQN Quality Champions Award	3) Mr. Muhammad Ismail, Higher Education Commission (HEC), Pakistan
3	APQN Cooperation in QA Award within the Region	4) Yunnan Higher Education Evaluation Center (YHEEC),China

		5) Fiji Higher Education Commission(FHEC), Fiji
4	APQN Strengthening Quality Assurance as a Profession	6) Accrediting Agency of Chartered Colleges and Universities in the Philippines (AACCU), Philippines
5	APQN International Cooperation in QA Award Outside the Region	European Association for Quality Assurance in Higher Education (ENQA)
Total		7

Below are the introductions of some winners.

Riphah International University (RIU)



Riphah International University, Islamabad is a Private Sector University, chartered by the Federal Government of Pakistan, in 2002. The University was established with a view to produce professionals with Islamic moral and ethical values. It is sponsored by a not-for-profit trust; namely Islamic International Medical College Trust (IIMCT), created in 1995. The first project of the IIMCT was the Islamic International Medical College, Rawalpindi, established in 1996 by its Founding Managing Trustee; Maj. Gen. (Retd.) Muhammad Zulfiqar Ali Khan, TI (M), TBt (Late). Currently, the University has 7 faculties and various academic departments and an overseas project, namely, RAK College of Dental Sciences, UAE. The University is also working on establishment of its campus in Mauritius.

The Quality journey of Riphah International University started with the establishment of Riphah Academy of Research and Education (RARE), in 2006. It was followed by establishment of Quality Enhancement Cell (QEC), in Oct 2009 on the instructions of Higher Education Commission (HEC), Pakistan. The purpose of Quality Enhancement Cell is to monitor Quality of Education through a well-structured feedback mechanism. The feedback is obtained from the current and ex-students, faculty members and employers. All these feedbacks reflect the concerns, feelings and suggestions of the students, faculty members and employers. Students give feedback regarding teachers' classroom performance, interaction with students and quality of courses being taught. The participation of students in this activity makes them stakeholders in the process of improvement in quality of education.

Quality Enhancement Cell Riphah is playing a very vital role in improving the image of the University at National and International level. Quality Enhancement Cell of Riphah is rated by HEC amongst top QECs in the country with a score as high as 99%. Similarly, the university ranking of Riphah has tremendously improved, in the recent years. In the HEC Ranking announced in 2015, Riphah secured Second Position amongst the General Category, Private Sector Universities, in the country. This is a result of a very stringent Quality Policy which is being followed in the university under the dynamic leadership of the university. The five main pillars of the Quality Policy are Enabling Environment, Adaptive Academic Mechanisms, Competent Faculty, Emphasis on Islamic Ethical Values and Continual Improvement.

Riphah International University is amongst a few universities of the country that are ISO 9001

QMS certified. ISO 9001 certification of the university, strict compliance to HEC standards, continuous measurement of quality parameters, profound investment in faculty and infrastructure, cutting edge curriculum development with international collaborations, the dynamic and proactive top management, QEC, faculty and admin staff, distinguishes Riphah from other universities of the country.

Mr. Muhammad Ismail

Muhammad Ismail has been appointed as Head of Quality Assurance (QA) Division of Higher Education Commission (HEC) of Pakistan as Consultant/Expert QA since October 2015. QA Division works for making/reviewing and issuing QA policies for Pakistani Higher Education. He deals with matters related to faculty employment/promotion, plagiarism policy, admission to graduate programs, tenure-track, etc.

He got Bachelor in Aerospace Engineering winning two Gold Medals, MSc Physics with roll of honor, and MS Aerospace Engineering with distinction. He served Pakistan Air Force during 1975 to 2015 against different instructional, administrative and staff assignments. Besides several other honors/awards, he received President's Award of Sitara-e-Imtiaz (Military) (i.e. Star of Excellence-Military).

During May 2005 to October 2015, Muhammad Ismail served National University of Sciences & Technology (NUST) Islamabad, as Director QA and International Collaborations and dealt with matters concerning implementation of QA policies and programs. Under his Leadership, NUST won APQN's Best/Model IQA Award.

Muhammad Ismail is HEC's Master Trainer for QA, Consultant QA NUST, Accreditation Expert Pakistan Engineering Council, Member HEC's Review Panel for Institutional Performance Evaluation of Universities, Consultant APQN and International Reviewer of Oman Academic Accreditation Authority. He has conducted several accreditations/evaluations of programs and national/international Higher Education Institutions.

Yunnan Higher Education Evaluation Center (YHEEC)

Yunnan Higher Education Evaluation Center (YHEEC) is one of the earliest "third party" external quality assurance evaluation agencies (EQAAs) in higher education (HE) approved by Chinese government in 2001. In December 2007, YHEEC joined APQN as one of APQN major members. YHEEC has a highly qualified and professional expert team

consisted of 13 staff members: 5 administrators and 8 evaluation program officers, among whom 11 of them have acquired PhD degrees, 5 are professors.

In the past 15 years, YHEEC has been committed to the "semi-official QAA", namely "to rely on but not to depend on" the government. Having adhering to the

principle of “objectivity for public confidence, neutrality for sustainable evaluation and creativity for development”, YHEEC has explored the EQAA model of innovative and sustainable development in the fields of on-site institutional evaluation, program evaluation and characteristic evaluation with neutral value -orientation, academic research and QA system.

YHEEC has completed over 100 on-site evaluations to guarantee HE quality. Since 2004, YHEEC has completed over 50 on-site evaluations to over 50 advanced vocational institutions (AVIs) such as Yunnan Communication Vocational College, 9 private universities, 10 on-site evaluations to 10 universities of undergraduate courses, 33 formative assessments to 22 key laboratories and 11 engineering research centers in Yunnan. In 2016, 2 program evaluations (nursing & accounting) are implementing by way of off-site evaluation. YHEEC is the first one who conducted the first characteristic evaluation in China and has greatly influenced to AVIs’ characteristic development.

YHEEC has activity involved in to APQN and other international QAAs. Since As one of APQN major members, YHEEC has been working under the guidance of “Think globally and act locally”, strengthened the international academic researches and communications with APQN, UNESCO, CHEA/CIQG and other QAAs, vigilantly safeguarded the education quality of over 70 HEIs in Yunnan and thrive to explore the special QAA mode in accord with both international standards and China’s national conditions.

2007, YHEEC has been very actively involved in QA activities positioned to the Asia-Pacific region and other regions. In April of 2015, YHEEC held 2015 APQN Conference and AGM with 192 participants from 28 countries and regions along with a total of 56 submitted papers under the theme of “Globalization and Diversification of Quality Assurance of Higher Education” covering 6 sub-themes. As a follow-up activity, “Academic Proceeding of 2015 APQN Conference” was formally published by the Yunnan People’s Publishing House.

YHEEC has reached great QA Outcomes and Research Achievements. The staff members have published 7 QA books such as “Evaluation Method of Educational Project”, “On Evaluation of Higher Education” and others, as well as over 100 QA papers such as “Higher Education Evaluation of Sustainable Development”, most of which have been adopted by academic journals both in China and abroad. “The QA Questionnaire for the AVI Student” and “the QA Index System of Characteristic Evaluation for AVIs” have been widely adopted by many QAAs in China.



(Written by Jianxin Zhang)

European Association for Quality Assurance in Higher Education (ENQA)



The European Association for Quality Assurance in Higher Education (ENQA) is a membership association of quality assurance agencies active in the European Higher Education Area (EHEA). ENQA's mission is to: 1) drive the development of quality assurance by representing agencies internationally and supporting them nationally; 2) provide agencies with comprehensive services and networking opportunities, and 3) promote the enhancement of quality and the development of a quality culture in higher education.

ENQA remains open and responsive to the diversity of higher education systems and quality assurance approaches and adheres to the core values of transparency, independence, and integrity. ENQA works in a consultative manner with its members and affiliates, European and international partners, and fellow associations. ENQA is a founding member of the European Quality Assurance Register (EQAR) and consultative member in the Bologna Follow-Up Group which oversees the developments in the Bologna Process.

ENQA contributes to the promotion and enhancement of quality and the development of a quality culture in higher education through its series of projects, studies, and events. It envisages an EHEA in which students have access to high quality education and can achieve qualifications that are respected worldwide. This goal is aided by efforts to promote and ensure that its members work in line with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

The ESG comprise the criteria by which both memberships in ENQA are granted and listing within EQAR is achieved. Substantial compliance with the ESG, as demonstrated by an external review, has determined the current composition of ENQA, which consists of 48 member agencies from 26 European countries. Since 2012, ENQA has been the main contractor of external reviews of European QA agencies, having coordinated and carried out a large majority of the reviews used for determining ENQA membership and EQAR listing. In addition to its members, ENQA's work is supported by its affiliates, which account for another 49 bodies with interest in quality assurance operating within Europe, East Asia, the Middle East, and the Americas.

ENQA received much attention for its work on the "Quality Assurance of Cross-border Higher Education" (QACHE) project, in which partners – including APQN – created a toolkit based on good practices from Europe and the Asia-Pacific and Gulf regions, which provides guidance to QA agencies on how they can enhance cooperation when engaging in activities having to do with the quality assurance of CBHE. The final report of the project concludes the main findings, provides good practice cases and a suggestion for further research, and gives recommendations to policy makers at national and European levels. ENQA is pleased to continue its

international collaborations, particularly with the “Support to Higher Education in ASEAN Region” (SHARE) project, which aims to enhance the harmonization of the ASEAN higher education area through the formulation of ASEAN higher education frameworks, taking into account the EU experience and work already under way across the ASEAN area, and with the recently begun “Modernizing and Enhancing Indian eLearning Educational Strategies” (MIELES) project, which aims to support the development of diverse institutional e-learning strategies in India.

THE PROJECTS

APQN Strategic Plan (2016-2019) has been Released

On July 4, 2016, “Dissolving Boundaries for a Quality Region: APQN Strategic Plan (2016-2019)” has been released by the 5th Board of APQN under the leadership of the new President, Prof. Dr. Jianxin Zhang. The 5th Board began its term after the formal announcement on May 27, 2016 in AGM in Fiji. To realize APQN’s goal, mission and value this Strategic Plan is made as the guidance for the new general council in the next three years (2016-2019).

The 5th Board will take on the new mission with new attitude and new perspectives. They will repay the trust and expectation of all APQN members with the greatest effort, first-class service and best performance.

2016-2017 will be the year of procedure building, 2017-2018 is the year of personnel capability building and 2018-2019 is the year of action and achievements. The four principles are: 1) target-orientated principle; 2) project-orientated principle; 3) SMART principle (Specific, Meaningful, Agreed-upon, Results-oriented and Tractable); and 4) Principle of sustainable development. The five key words are “procedure-base, capability-building, self-reliance, information-sharing and sustainable development”.

In the next 3 years, APQN will complete the following seven goals and actions along with ten targets.

APQN Strategic Plan (2016-2019)	
Goals and Actions	<ol style="list-style-type: none"> 1..Establish ongoing financial viability and stability 2. Develop the website to provide a platform for the communication for all members 3.Populate and maintain the consultant database and make information accessible to all 4.Ensure APQN annual conference efficiently and effectively 5.Complete the research projects facilitate the requests, support and advice for training or others 6.Strengthen relations with other international, regional and national networks/organizations within and outside the Region 7. Broaden the base of services to its members to ensure visibility and sustainability of network activities
	<ol style="list-style-type: none"> 1. Raise more funds by seeking sponsorship, support and in-kind contributions from governments, agencies, networks/organizations, philanthropists and other relative stakeholders.

Targets	<ol style="list-style-type: none"> 2. Ensure all countries/territories in the region have access to an accreditation agency – national or regional, establish Qualification Framework. 3. Conduct capability building workshops on evaluators on a user pay principle. 4. Asia-Pacific Quality Register (APQR) to be implemented in 2016 -2019. 5. APQN Quality Label to be implemented in 2018 -2019. 6. Continue to publish the series of APQN Conference Papers and Journals. 7. Continue to establish QA Consultant Database. 8. Continue to support the countries/territories with the founding of QAAs. 9. Continue to establish mutual relationship with other international, regional and national QA networks/organizations. 10. Strengthen APQN Virtual Library’s Functionality.
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Report of the Project of Quality Label

In order to realize APQN’s value of “being committed to quality higher education, and supportive of quality agencies in the region” as per the APQN Constitution, to establish the standardization of the quality assurance system of higher education, and facilitate the communications of different international experiences within the Asia-Pacific Region, in January, 2014, the project of “APQN Quality Label” was launched under the leadership of Dr. Jagannath Patil (the 4th president) and Prof. Dr. Jianxin Zhang (the 5th president). The project members are Prof. Galina Motova from National Centre for Public Accreditation (NCPA) in Russian, staff members from China Academic Degrees and Graduate Education Development Center (CDGDC) of Ministry of Education in China and other members from four QAAs.

After a 20-month exploration, the project of “APQN Quality Label as regional/international accreditation of internationalization” has been finalized and is well under way in the implementation. The overall objective of the APQN Quality Label initiative is to support, develop, improve and enhance international excellence in HEIs and programs in this region. It aims to achieve this by designing and testing an APQN Quality Label accompanied by a methodology to assess the internationalization of higher education in the Asia-Pacific Region. There are general criteria for the acquisition of APQN Quality Label, which are made up of 5 criteria, 12 indicators and 34 review points:

Criterion	Indicator
1. International Mission & policy	1.1 Policy of internationalization
	1.2 System of internal quality assurance (IQA)
2. Organization & administration	2.1 Organization
	2.2 Administration
3. International Mobility	3.1 Mobility of programs
	3.2 Student mobility
	3.3 Staff mobility
4. Student Support	4.1 Availability of scholarships & investments
	4.2 Human resources
	4.3 extracurricular activities
5. Student Learning Outcomes (SLO)	5.1 Academic performance & qualification
	5.2 Graduate

At present, the APQN Board seeks for the possibility of cooperation with local QAAs to accredit and organize the review. Those who are interested in “*APQN Quality Label as regional/international accreditation of internationalization*” or other new programs such as nursing, accounting, MBA and others under your local context or setting, please write to the Secretariat for further information.

(Written by Jianxin Zhang)

Global Summit on Quality Assurance of Higher Education

On September 16-17, the National Assessment and Accreditation Council (NAAC), a premier National Quality Assurance Agency in India, in collaboration with APQN, held “*Global Summit on Quality Higher Education: Sharing values and fostering trust beyond borders*” in Bengaluru in India.

It was for the first time the key quality networks and agencies from Asia, Europe, America and Africa joined hands to be the partners of event and assembled on same platform. Global partners included organizations such as CHEA (Council for Higher Education Accreditation) from USA, ENQA (European Association for Quality Assurance in Higher Education) and ECA (European Consortium for Accreditation in Higher Education) from Europe, ANQAHE (Arab Network for Quality Assurance in Higher Education) from Arab region, AQAN and APQR (the Asia Pacific Quality Register) from Asia and leading quality agencies including QAA - UK (the Quality Assurance Agency for Higher Education) from United Kingdom, TEQSA (the Tertiary Education Quality and Standards Agency) from Australia, QQA (National Authority of Qualifications and Quality Assurance for Education and Training) from Bahrain, and TEC (Tertiary Education Commission)

from Mauritius, MQA (Malaysian Qualifications Agency) from Malaysia, AACUP (the Accrediting Agency of Chartered Colleges and Universities in the Philippines) from Philippines, HEEACT (Higher Education Evaluation & Accreditation Council of Taiwan) from Taiwan, NIAD-QE (National Institution for Academic Degrees and Quality Enhancement for Higher Education) from Japan, etc..

120 delegates from India and abroad, over 20 foreign nationals representing global quality assurance bodies participated in the Global Summit focusing on Higher Education Quality Accreditation. This event is the culmination of the efforts by NAAC and APQN in bringing together global quality assurance agencies and heads of accredited institutions from across the country under one platform.

The inauguration of the Summit is held through video message from Union Minister for Human Resources Development Prakash Javadekar. Prof V S Chauhan (Chairman, Executive Committee) delivered the Presidential address. Dr. Judith Eaton (President of Council for Higher Education, USA), Prof Dr Jianxin Zhang (President of APQN, China) and Prof D P Singh (Director of

NAAC) all delivered the welcome address. Dr. Jagannath Patil (Adviser of NAAC and Chief Convener of the Global Summit) gave the vote of thanks and introduced the Summit.

The two-day Summit discussed and deliberated on some of the best practices, sharing information and resources in higher education quality assurance, exchange and promotion of good practices, serving global student community by facilitating student mobility, developing strategies for

creating global resources inequality assurance, sharing and creating value through power of alliance and a host of other objectives and themes.

“Bengaluru Statement 2016 on Next-Generation Quality Assurance of Higher Education: A Shared Vision and Commitment for Fostering Partnership Beyond Borders” was the culmination of the global summit and is counted as the major landmark in the International history of higher education quality assurance.



(Written by Jianxin Zhang)

Book release: a Platform to Share QA Vision and Commitment

On May 26, 2016, at 2016 APQN Annual Conference (AAC), 2012 and 2015 AAC proceedings were released in Natadola in Fiji by Dr. Jagannath Patil (the 4th President) and Prof. Dr. Jianxin Zhang (the 5th President).



Dr. Rafael Laavori De Micheo, International Director of the he National

Agency of Quality Assessment and Accreditation of Spain (ANECA), Professor Mohammad Osman Babury, Deputy Minister for Academic Affairs of Afghanistan Higher Education and all APQN Board members witnessed the release with 144 participants from 30 countries.

The Academic Proceeding of 2012 APQN Conference “External Quality Assurance in the Asia-Pacific: What has Changed over a Decade?” was published by APQN under the editor of Dr. Jagannath Patil. It is made of 19 selective conference papers submitted to 2012

AAC held on 29 February-2 March 2012 at Siem Reap Angkor in Kingdom of Cambodia.

The Academic Proceeding of 2015 APQN Conference “Globalization and Diversification of Quality Assurance of Higher Education” has been formally published by the Yunnan People’s Publishing House. Prof. Jianxin Zhang (APQN Board member) and Dr. Jagannath Pail (APQN President) are the joint chief editors. It consists of 6 sub-themes and 49 selective papers submitted to 2015 AAC held on April 17-19 2015 in Kunming in China.



This is the first time for APQN to officially publish AAC papers. Both the immediate past president and the current president promise that APQN will try its effort to establish an international teaching platform for the participants from the whole world to share QA vision and commitment for fostering partnership beyond borders.

MPI-APQN’s International Conference on Quality Assurance in Macao



The Opening of the International Conference on The New Frontiers of Teaching and Learning Quality Assurance in Higher Education

Professor Lei Heonglok, President of MPI introduces the importance of Quality Assurance in Higher Education

On November 22-23, 2016, Macao Polytechnic Institute (MPI) and APQN jointly

organized the International Conference on “The New Frontiers of Teaching and Learning Quality Assurance in Higher Education”. 10 sub-themes such as “Theories and practices of teaching and learning quality assurance systems” were discussed and exchanged. More than 30 renowned experts and scholars from more than 10 countries and regions in Europe, Oceania and Asia gathered in Macao to discuss the various factors affecting the quality of teaching and learning and to share the innovation and frontier development of quality assurance. The participants shared their academic experience and they found the conference a very fruitful one.

The International Conference opened on 23 November 14:30 at MPI. The opening ceremony was officiated by Professor Jianxin Zhang, APQN President, Professor Alberto Amaral, President of the Agency for Assessment and Accreditation of Higher Education in Portugal, Ms Maureen McLaughlin, Head of Universities & Standards of the Quality Assurance Agency for Higher Education (QAA) in UK, Dr Pauline Tang, CEO of THE-ICE (International Centre of Excellence in Tourism and Hospitality Education) and Vice President of INQAAHE, Dr Jagannath Patil, Immediate Past President of APQN together with Professor Lei Heong lok, President of MPI. In his opening address, Professor Lei Heong lok stated that this is the eighth conference that MPI have organized in the series of quality assurance; Professor Lei added that quality assurance on teaching and learning is the primary task of higher education. Higher education institutions are committed to provide the best possible learning experience for students and to foster high quality professionals who contribute to national and regional development. Professor Lei explained that MPI started to take up external academic review exercises in 2011 in order to benchmark its education provision to internationally recognized quality standards. MPI has been making significant progress and has successfully completed the Institutional review by QAA; also, the majority of MPI's programmes have already passed the programme accreditation or professional certification.

Professor Jianxin Zhang, APQN President congratulated the success of this conference on behalf of APQN Board and 174 member organizations from 39 countries and regions of the Asia-Pacific region. Professor Zhang said that the organization of the conference has great significance for the promotion of quality assurance in teaching and learning. The international conference on quality assurance that MPI organized exemplifies “international vision” and “localization action”, which makes MPI one of the most outstanding examples in APQN. In 2015, MPI was awarded an APQN Quality Award. It is hoped that in 2017 MPI can share its experience on academic quality assurance in the APQN academic annual meeting which will be held in Moscow, Russia.

In the conference, Professor Alberto Amaral introduced the challenges encountered in cross-border higher education; Dr Jagannath Patil explained the way to enhance international student experience through quality assurance framework; Professor Jianxin Zhang talked about the current five characteristics and methods of teaching quality assurance in higher education; Ms Maureen McLaughlin shared the current development of higher education in the UK and Dr Pauline Tang discussed the role of

higher education and training in a changing socio-economic environment. The participants had an enthusiastic exchange of academic achievements and found this sharing of insights and experience to be very beneficial.

MPI strives to continuously improve its level of teaching and learning. Since 2009, MPI has held conferences annually for experts and scholars from local and overseas countries/regions to share their latest insights in higher education to promote international exchange and cooperation. This year's conference was held over 2 days starting on 23 November with more than 30 presenters coming from countries and regions such as the UK, Portugal, Australia, Japan, India, Sri Lanka, Mainland China, Hong Kong and Macao. A total of more than 200 people participated. The conference witnessed a very fruitful exchange of ideas.



Professor Jianxin Zhang, APQN President delivers her speech

30 scholars from around the world present papers at The International Conference on The New Frontiers of Teaching and Learning QA in Higher Education

(Written by MPI)

APQR website related at Macao

We have great pleasure, to inform that official website of APQR (i.e. www.apqr.co) is formally released for the use of stakeholders in higher education quality assurance.

The formal release of website took place in presence of APQR founder Chairperson Dr. Jagannath Patil, APQN President Prof. Dr. Jianxin Zhang and Macao Polytechnic Institute (MPI) Vice President Prof. Marcus Im, on the occasion of International Conference jointly organized by MPI and APQN at Macao during 23-24 November, 2016.


Dissolving Boundaries for a Quality Region

Release of Website
Asia Pacific Quality Register-APQR
 November 24, 2016
 Macao Polytechnic Institute, Macao
 in presence of
 Dr Jagannath Patil, Chairperson, APQR
 Prof Jianxin Zhang, President, APQN
 Prof. Marcus Im, Vice President, MPI
www.apqr.co



Dissolving Boundaries for a Quality Region

APQR set up by APQN is a Register of external quality assurance agencies (QAAs) that demonstrated certain thresholds of maturity. An independent external review by peers would be the backbone of the APQR.

The Pilot review was conducted for the Quality Assurance and Accreditation Council (QAAC) in Sri Lanka in June, 2012. The APQR document with a three year-long consultation with various stakeholders was released in special meeting at Macao during 22-23 January, 2015. Thus, APQR came into effect from January 2015, and the first meeting of APQR Council was held in Kunming, China during 17-19 April, 2015. The first formal review for the APQR was conducted for the Fiji Higher Education Commission (FHEC) in Suva during 24-26 June, 2015.

The APQR Council nominated by APQN Board for 2016-2019 comprises following experts: Dr. Jagannath Patil (Chairperson), Prof. Angela Yung Chi Hou (Co-Chairperson), members are Prof. Dr. Jianxin Zhang, Prof. Jeanette Baird, Dr. Libing Wang and Prof. Colin N. Peiris.



After initial mentoring by APQN for 2-3 years, it is expected that APQR would be an independent entity on lines of European Quality Assurance Register (EQAR). A good number of APQN members have expressed interest to undergo review by APQR and some applications are already under process. The Quality Assurance Agencies (QAAs) interested in International recognition are encouraged to join APQR. For further details please visit APQR website (www.apqr.co)

(Written by Jagannath Patil)

Interview with Donator of APQN First Self-fundraising Project



Editor's Note: Mr. Zhang Jianping, CEO of Wuxi Shenzheng International Logistics Co. Ltd. (WSILCL) is the donator of APQN's first self-fundraising project. The following Interview with Mr. Zhang was made by Ms. Zhang Xinna, project member of "APQN' Sustainable Development" on the issues of APQN self-fundraising project.

Question 1: what is the reason for you to fund APQN?

Mr. Zhang: Basically speaking, it comes from three parts of consideration.

First, **Prof. Jianxin Zhang' personal charisma.** We are life-long friends. She is so enthusiastic and so committed to her career, perusing her dream without utility. Her devotion to work is the spirit that the society looking for at present era.

Second, **the value of APQN**. APQN has been committed to higher education quality and QAAs in the Asia-Pacific Region which includes 51 countries/territories and covers half of the world's population. With the wide vision and high mission, APQN's conduct and development strategies are closely related to "the Silk Road Economic Belt" and "the 21st Century Maritime Silk Road" policy in China. It is great opportunity for us to learn from the good experience from the developed counties and help the undeveloped countries at the same time.

Third, **my love and expectance to education**. I used to work in South China Agricultural University for 11 years. With the deep love for teaching I have been paid close attention to the development of higher education ever since. Now I want to truly get involved and do something for higher education, like leading the youth to peruse their dreams.

Question 2: What kind of role would you play in this project?

Mr. Zhang: This project focuses on the past, present and future of APQN. I would like to share my years' experiences in the companies with APQN. Meanwhile, I will try my best in encouraging the support from the society to promote the development of APQN. To me, my role is a qualified volunteer. For sure I will be delighted to attend some APQN's activities dealing with the project. I don't actually need a certificate. Sponsor is definitely not what I want.

Question 3: What is your expectation of the result from this project?

Mr. Zhang: The core of this project is APQN's sustainable development. I hope the research project can help APQN realize its sustainable development for real, which is also what we are working for. I expect the research team can finish the project within the contract duration, and public the research result to make it accessible to the world.

The research will be very helpful to higher education development in China as well as some other developing counties in the Asia-Pacific Region. I have discussed with Prof. Jianxin and we all agreed that the research area of APQN projects need to be combined with the call of market and society in order to fulfill the sustainable development. Only in this way can APQN attracts more attention on education quality from the world and realize APQN's final goal of "Dissolving Boundaries for a Quality Region".

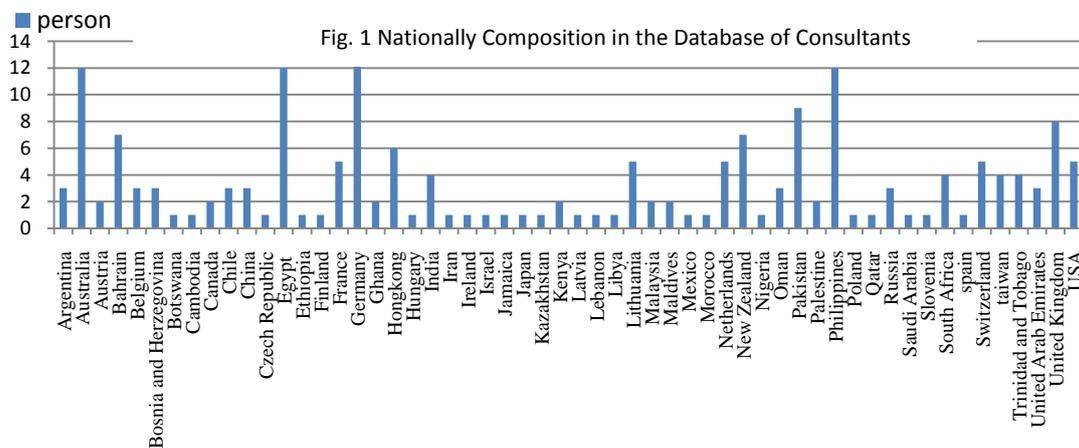
(Written by Zhang Xinna)

Report of APQN Database of Consultants

With the Global Initiative for Quality Assurance Capacity(GIQAC) support from World Bank channeled through the UNESCO, in 2008 APQN cooperated with the International Network of Quality Assurance Agencies in Higher Education(INQAAHE)

and the Arab Network for Quality Assurance in Higher Education (ANQAHE) to develop the Database of Consultants. According to CIQAC, all the consultants in Database are identified by the international experts who are recommended by the three Network. The Database shows detailed information about every consultant, such as office telephone number, language skill level, academic qualifications and so on. You can find the Database on the following website address: <http://www.apqn.org/services/consultantsdb/>

As of the 1st October 2016, the Database are composed of 188 consultants from 56 countries. They are willing to provide advice to the member agency in the world, especially in the Asia-Pacific Region. Different consultants have different social backgrounds so that they are competent to advice on different specific and matters of interest to agency.



From the statistic, we find the following results:

1. All the consultants are well educated and have expertise in quality assurance in higher education. 136 consultants have PhD degree, accounting for 72% of total amount. 63% are male while 37% are female.
 2. 47% consultants are from developed countries and 53% from developing countries. The number of consultants in two kinds of the countries are roughly equal.
 3. There are some discrepancy among the continents: 34% consultants are from Europe, 35% from Asia, which cover 69% of the total number; while the remaining 31% are from Africa, Oceania and America.
 4. There are some discrepancy among the countries: there are only one consultant in 23 countries, but the consultants from 4 countries (Germany, Australia, Egypt and Philippines) are up to 12.
 5. Last but not the least, there is no evidence to show that the consultants have been consulted by QAAs or the APQN member. But in reality, the consultants have provided advice, e.g. Dr. Jagannath Patil from India and Prof Jianxin Zhang from China are examples.
- Many quality assurance systems of higher education have been crying out for good

consultancy for excellent quality. Through APQN Database of Consultants, hopefully they will get what they need. In order to utilize the Database effectively beyond boundary, the Database should be used as a valuable tool and be well benefited. You are welcomed to provide us with your valuable opinions and proposals.

(Written by Jianxin Zhang and Guo Qun)

THE COMING AAC

Theme: Dissolve Boundaries for a Quality Region

The theme of 2017 APQN Annual Conference (AAC) is “New Horizons: Dissolve Boundaries for a Quality Region”. Four sub-themes are as follows:

1. Quality Assurance and Pursuit of Excellence

- APQN Quality Label
- APQN Quality Register
- Ranking and QA

2. New Approaches for Quality Assessment in Higher Education

- Student Learning Outcomes Measure
- Faculty Evaluation and Teaching assessment
- Innovation and Quality assessment

3. Internal Quality Assurance in Higher Education Institutions

- Quality Culture Development in a HEI
- Building Quality Information Systems
- Quality policy making and institutional research
- Conducting the internal quality assurance of the curricular programs

4. Quality Assurance of Cross-border higher Education

- International Accreditation and National QA system
- Mutual recognition of Quality Assurance Agencies
- Quality of International Education and internationalization of QA agencies

(Decided by APQN Board)

Venue: RANEPA

The Venue of 2017 APQN Annual Conference (AAC) and Annual General Meeting (AGM) is the Russian Presidential Academy of National Economy and Public Administration (RANEPA).



RANEPA
THE RUSSIAN PRESIDENTIAL ACADEMY
OF NATIONAL ECONOMY
AND PUBLIC ADMINISTRATION

The Russian Presidential Academy of National Economy and Public Administration (RANEPA) is a leading university in Russia in the areas of public policy, public administration and business

administration.

Today RANEPA constitutes a multi-tier educational, research and training system that reflects a philosophy of life-long learning. RANEPA offers educational and training programs to serve the learning needs of civil servants, entrepreneurs, managers, financiers and lawyers.

The total number of university students engaged in various forms of training, including regional campuses, is over 207000, with more than 35 000 full-time students.

RANEPA was one of the initiators that introduced the MPA (Master of Public Administration) program in Russia to meet the needs of the public sector in talented and creative personnel. Over the years RANEPA has developed many unique programs to train civil servants for the federal and regional authorities in Russia.

Click here for more information <http://www.ranepa.ru/eng/>

Address: 82/5, Prospect Vernadskogo, Moscow, Russian Federation

(Written by RANEPA)

Host Country: Russia

Russia is the world's biggest country that occupies the east of Europe and the north of Asia. Russia is a country of rich history and culture. Different religious and cultural traditions of numerous nationalities living there have coexisted from the time immemorial. The population of Russia is about 146,544,710. The architectural ensemble of Moscow Kremlin, palaces of Saint-Petersburg and ancient cities of the Golden Ring are known all over the world.

Moscow, the capital of Russia, is the country's political, scientific, architectural and business centre. It is one of the most famous cities in the world, the treasury of its cultural and historic values. The ancient and modern exist side by side in this city of 12

million. You will find a historic center here with beautiful palaces, churches, and monuments. Moscow keeps changing, with new buildings and developments completed, and architectural monuments, temples and museums restored.

Moscow is a very green city. More than 40 percent of its territory consists of parks, gardens and forests. 118 specially protected natural territories and 64 monuments of palace and park architecture are located here. Don't miss the opportunity to stroll around picturesque gardens during your Moscow trip.

Moscow is a cultural centre of global value. In the daytime, over 290 museums and exhibition halls are at your disposal. There are more than 70

theatres here; the best known of them is the Bolshoi Theatre. You may also go for a walk in a park or enjoy a river trip.



The unforgettable capital of Russia is awaiting you. Welcome to Moscow!

(Written by NCPA)

The Host: NCPA

The host of 2017 AAC and AGM is the National Centre for Public Accreditation (NCPA), a national quality assurance agency in higher education. It was established in 2009 as the result of the clear-cut division between the procedures of obligatory state accreditation by a state accreditation body and voluntary public accreditation. The key staff members of the agency have over 20 years of experience in the sphere of quality assurance.



NCPA's mission is to form and promote quality culture in higher education through identification, evaluation, and accreditation of the best educational programs in accordance with the legislation of the Russian Federation and the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG-ENQA). To attain its mission, NCPA is actively involved in the global dialogue on quality assurance in Higher Education through participation in the work of the leading international quality assurance networks within Europe and Asia-Pacific Region.

(Written by NCPA)

NCPA'S Director's Message



It is a great honor and pleasure for me on behalf of the hosting organization, the National Centre for Public Accreditation, to invite you to the APQN Annual Conference & AGM which is to be held in Moscow at the Russian Presidential Academy of National Economy and Public Administration on 26–27 May 2017.

Every year APQN provides an opportunity for its members and other education professionals to share their research, experience and good practice in quality assurance. The purpose of this significant event is to foster a dialogue on

quality assurance that would contribute to dissolving boundaries not only in the Asia Pacific quality region but also worldwide.

We are confident that the APQN conference of 2017 will be an important step in strengthening collaboration in the sphere of quality assurance of higher education and will lead to common understanding of QA through discussions and networking among different stakeholder groups: policy makers, academics and QA practitioners.

Welcome to Moscow!

THE COOPERATION

Bengaluru Statement- 2016 on Next Generation QA of Higher Education

Bengaluru Statement-2016 on Next Generation Quality Assurance of Higher Education: A Shared Vision and Commitment for Fostering Partnership Beyond Borders”, which was the culmination of the global summit organized by NAAC and APQN will be counted as the major landmark in the International history of higher education quality assurance.

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

This global summit could be described as landmark event in the history of higher education quality assurance, internationally for two main reasons:

- ❖ It was for the first time the Key Quality Networks and agencies from Asia, Europe, America and Africa joined hands to be the partners of event and assembled on same platform. Global partners included organizations such as CHEA (Council for Higher Education Accreditation) from USA, ENQA (European Association for Quality Assurance in Higher Education) and ECA (European Consortium for Accreditation in Higher Education) from Europe, ANQAHE (Arab Network for Quality Assurance in Higher Education) from Arab region, AQAN (ASEAN Quality Assurance Network) and APQR (Asia Pacific Quality Register) from Asia and leading quality agencies including QAA - UK (The **Quality Assurance Agency for Higher Education**) from United Kingdom, TEQSA (The Tertiary Education Quality and Standards Agency) from Australia, QQA (National Authority of Qualifications and Quality Assurance for Education and Training) from Bahrain, and TEC (Tertiary Education Commission) from Mauritius, MQA (Malaysian Qualifications Agency) from Malaysia, AACCU (The Accrediting Agency of Chartered Colleges and Universities in the Philippines) from Philippines, HEEACT (Higher Education

Evaluation & Accreditation Council of Taiwan) from Taiwan, NIAD-QE (National Institution for Academic Degrees and Quality Enhancement for Higher Education) from Japan, etc., The global summit aimed to address current issues by initiating dialogue among key stakeholders and leaders of global higher education quality assurance community.

- ❖ Bengaluru Statement – 2016 on Next - Generation Quality Assurance of Higher Education Facilitated by NAAC together with APQN and 16 global quality assurance bodies re-enforced the spirit of global co-operation in higher education quality assurance scenario.

The Inaugural address delivered by the Hon'ble Minister of Human Resource Development (MHRD), Govt. of India, Shri Prakash Javadekarji, through video message set the tone of the summit highlighting the co-operative spirit of India and its commitment for the cause of quality higher education.

The Bengaluru Statement – 2016, which emerged out of deliberations of all event partners, organizers and key experts, was presented to the assembly by Dr. Jagannath Patil, Convener of Global Summit. Prof. D. P. Singh, Director, NAAC and Prof. Dr. Jianxin Zhang, President, APQN, moved the motion for approval of the Statement. The same was seconded by Dr. Judith S. Eaton, President, CHEA, USA and adopted unanimously by the assembly of the summit.

In the gracious presence of Hon'ble Minister of State (Higher Education), MHRD, Government of India, Dr. Mahendra Nath Pandey Ji, Summit adopted “Bengaluru Statement 2016 on Next - Generation Quality Assurance of Higher Education: A Shared Vision and Commitment for Fostering Partnership beyond Borders” on 17th September 2016, which will go a long way in strengthening global partnerships amongst various international, regional and national networks and Quality Assurance bodies.

Impact of NAAC summit at global level:

The Most important aspect of Global Summit was to bring together the key players of global higher education and quality assurance system on one platform for sharing vision and commitment. The presence of leaders of the three biggest higher education systems in the world namely United States of America (USA), China and India apart from key international players like United Kingdom (UK), Australia, Japan, Philippines, Taiwan, Malaysia UAE, Mauritius and also representations from European network and Arab network provided a strong setup for global policy dialogue. All these global leaders in higher education quality assurance shared their national, regional and global perspectives and contributed in developing a common agenda for the international quality assurance community.

Organized by NAAC, India and co-organized by APQN in partnership with 16 leading Quality Assurance organizations including networks and QA agencies from Asia Pacific, Europe, America, Africa and Arab regions on 16-17 September 2016 at Bengaluru, India, re-affirming previous relevant commitments such as Nagoya Declaration on Higher Education for Sustainable Development-2014, Incheon

Declaration-2015 “Education 2030: Towards inclusive and equitable quality education and lifelong learning for all”, this historic Bengaluru Statement – 2016 expressed intent and aspirations for:

- Cooperation among quality assurance networks and organizations to dissolve boundaries for quality higher education.
- Endeavour to Foster Trust Beyond Borders in higher education quality assurance:
- Sharing global information resources.
- Promoting values and ethical practices in quality assurance.
- Sharing and promoting good practices.
- Strengthening of capacity building.
- Developing strategies and resources for next generation quality assurance in age of technology.
- Resource mobilization for quality assurance.
- Strengthening professionalism in quality assurance.

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



Global leaders in Higher Education Quality Assurance during adoption of Bengaluru Statement 2016 on Next - Generation Quality Assurance of Higher Education at Global Summit organized by NAAC at Bengaluru in presence of Dr. Mahendra Nath Pandey, Hon'ble Minister of State (HE), MHRD, Govt. of India.

Bengaluru Statement 2016 on Next-Generation Quality Assurance of Higher Education:

A shared vision and commitment for fostering partnership beyond borders

1. We the participants, organisers, partners and supporters of the “Global Summit on Quality Higher Education: Sharing Values and Fostering Trust Beyond Borders” organised by National Assessment and Accreditation Council (NAAC), India and co-organised by Asia-Pacific Quality Network (APQN) in partnership with 16 leading Quality Assurance organisations including networks and QA agencies from Asia Pacific, Europe, America, Africa and Arab regions on 16-17 September 2016 at Bengaluru, India, re-affirming previous relevant commitments such as Nagoya Declaration on Higher Education for Sustainable Development-2014, Incheon Declaration-2015 “Education 2030: Towards inclusive and equitable quality education and lifelong learning for all”

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

Prof. Virander S. Chauhan, Chairman, EC-NAAC; Prof. D. P. Singh, Director, NAAC; Dr. Jagannath Patil, Adviser, NAAC and Convener of Global Summit and all the NAAC authorities and officials played crucial role in organizing this landmark event, which is being acclaimed by global quality assurance community.

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

(Written by NAAC)

Workshop of APQN and APQR's Memberships in Indonesia

On the 18-20th November, 2016 IAAHEH (Indonesian Accreditation Agency for Higher Education in Health) Annual Meeting was held in Century Park Hotel in Jakarta. Around 600 participants attended the seminar and the award ceremony.

Prof. Drs. H. Muhammad Nasir, M.Si, Ak, Ph.D, CA, Indonesian Minister of Research, Technology and Higher Education made the opening and keynote speech “the role of IAAHEH in Continuous Quality Improvement through Accreditation of Healthcare Study Program”. Prof. Usman Chatib Warsa, IAAHEH Chairman, presented IAAHEH’s Report. Prof. Jianxin Zhang, President of APQN and Prof. David Gordon, President of the World Federation for Medical Education (WFME) spoke on the theme of “International Recognition of IAAHEH”.

In 2014, 7 health profession organizations and 7 associations of health education institutions from medicine, dentistry, nursing, midwifery, pharmacy, nutrition and public health established IAAHEH/LAM. As the first accreditation agency of Health High Education in Indonesia, IAAHEH’s vision is “to ensure global standards of quality for higher education in health” and its mission is “to implement national accreditation of higher education in health that is sustainable and trustworthy”. After signed the Mutual Recognition Agreement (MRA) in the ASEAN Economic Community, three categories of health professionals (medical, nursing and dentist) can work around ASEAN countries. Therefore, IAAHEH is looking for a suitable international accreditation body that dealing with the recognition program for health education accreditation body and the APQN is one of the leading quality assurance networks in the world.



After IAAHEH Conference in the morning, two workshops of two health professionals were held: nursing by APQN and medical by WFME. In APQN’s workshop 11 participants were the representatives from Indonesian nursing association and Indonesian Association of Nursing Education (AINEC) . The workshop was

chaired by Prof. Wati Setyowati, head of nursing division in IAAHEH. APQN President first introduced the 13-year development of APQN, second guided the team how to become an APQN member, third gave instruction on how to be accepted onto APQR, and at last discussed how to launch nursing accreditation in Asia-Pacific. Dewi Irawaty and Elly Nurachmah from nursing team of IAAHEH presented and lead two groups to work on action plans. APQN President had an interview with Dr. Ir. Patdono Suwignjo, M.Eng.Sc., Director General of Institution Relation Ministry of Research, Technology and Higher Education. President Zhang was also showed around the University of Indonesia and visited IAAHEH office where Soedarmono Soejitno, Secretary gave a detailed introduction on IAAHEH.



The workshop was a success to reach the goals to develop the strategic and operational plan on recognition program. It is for sure that both APQN and IAAHEH is not merely to award accreditation status for the study program, but more importantly, it is to build awareness, motivation, and concrete actions that will lead to the institutionalization of culture of continuous quality improvement.

(Written by IAAHEH)

THE MEMBER NEWS

HEEACT -TAIR's 2016 International Conference & Workshop

Higher Education Institutional Research and Quality Assurance



On 18-19 November 2016, Higher Education Evaluation and Accreditation Council of Taiwan (HEEACT) and Taiwan Association for Institutional Research (TAIR) held the first joint conference and workshop, *2016 International Conference: Higher Education Institutional Research and Quality Assurance*, at the GIS Convention Center and the National Academy for Education Research (Taipei Branch) in Taipei, Taiwan. The purpose of this all-English event is to help integrate institutional research (IR) and quality assurance (QA) into higher education to improve governance quality and institutional management, especially in a nation where IR is in its early beginnings. In total, 202 curious faculties and scholars gathered these two days to seek for the solutions to the challenges of establishing IR and the controversial quality of student-learning outcome, and six prestigious experts from different countries and 10 leading university presidents and professors were invited to share their insights and practices on various extensive topics as attendees actively sought for answers. Besides the speakers and the fresh ideas they offered, the highlight of the conference was the signing of Memorandum of Collaboration (MOC) between HEEACT and Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAKQ).

The two executive directors from both agencies, Dr. Angela Yung-Chi Hou and Ms. Dorte Kristoffersen signed and exchanged the MOC before each giving a speech on their past achievements and a promising collaboration in the future.

On the 18th, the conference was separated into four sessions. Leading, an hour long keynote session by Dr. Robert Toutkoushian, a professor of University of Georgia, who delivered the importance of IR and its impact to achieve internal quality assurance in colleges and universities. Two topic sessions followed, led by Dr. Chester Haskell, an independent consultant, confirmed the quality assurance of linking IR to external assessment, and Dr. Akiyoshi Yonezawa, a professor/director in the Office of Institutional Studies, Tohoku University, challenged the possibility of collaboration in East Asian Universities, hence the universality of cross-border effort. In the afternoon, Ms. Dorte Kristoffersen, the executive director of HKCAAQ and Dr. Syun Tutiya, the director of Research Department, National Institutional for Academic Degrees and Quality Enhancement of Higher Education (NIAD-QE), shared their experiences about QA and governance of higher education in local and non-local institutions. Lastly, a panel session by the presidents and vice-president of national universities concluded the conference. Dr. Hong Ho-Cheng, President of NTHU, shared his views about validating the information obtained for accuracy. Dr. Chein Tai, President of STUST discussed about the importance of IR to improve enrollment rate in Taiwan's Higher Education in response to low birth rate. Dr. Wenlung Li, Vice President of NTUT discussed how IR impacts on the development of university for making policies, decisions and for predicting outcomes.

On the 19th, Dr. Toutkoushian, again, led the workshop discussing the implementation of IR and QA mechanism. Dr. Reiko Yamada, professor, Department of Education and Culture, Doshisha University, weighed in the topic with aspects from Japanese universities. Afterwards, attendees were divided into two groups for the breakout session, where Dr. Toutkoushian and Dr. Yamada encouraged the attendees to share their challenges within smaller groups, where each received diverse feedbacks from one another. For example, unsteady student enrollment and the lack of statistics linking to the IR database is an ongoing issue for many. The session was wrap-upped by a representative from each group sharing the lessons they learned and the pending issues waiting to be solved. In the afternoon, the workshop concluded with a lighter comprehension as the speakers presented in Chinese and left an open-ended note.



(Written by Cindy Chen)

Riphah International University Holds its 11th Convocation



Degrees, gold medals and awards were conferred upon as many as 1055 graduates of Riphah International University in the 11th Convocation held on 26 November, 2016 at Convention Centre Islamabad. 17 Zulfiqar Gold Medals and 50 Chancellor Gold Medals were awarded to the graduates and post graduates for obtaining top positions in the examinations and securing distinction for their best performance in the academic field in various disciplines. **President of Pakistan Mr. Mamnoon Hussain**, who is also the patron in-chief of the University, was the Chief Guest of Convocation while Chinese Ambassador to Pakistan H.E. Sun Weidong was the guest of honor. Other than that Ambassadors of Mauritius and Oman were also present at the occasion.

Addressing to the convocation President Mamnoon Hussain congratulated the students for stepping into practical life after a successful academic career. **He said, it is heartening to note that Higher Education Commission has placed Riphah International University at 2nd Position in its ranking of general category private sector universities, in the country.** The President paid rich tributes to Founder Chancellor (Late) Maj. Gen. (R) Muhammad Zulfiqar Ali Khan for his vision and services to the nation establishing a medical college in 1996 which has now attained the status of a full-fledged university. He was also pleased to learn that Riphah is the only

university where a course named “Life & Living” based on the Islamic ethical values, was introduced for an enduring nourishment and development of both students and faculty members. He said that this step is in accordance with the ideology laid by Founder of Pakistan Quaid-e-Azam Muhammad Ali Jinnah.

Speaking at the occasion, Chairman Higher Education Commission (HEC), Prof. Dr. Mukhtar Ahmed said, he is confident that the University will continue its quest for excellence in academics and research, and progressively foster linkages with industry and corporate world, promote innovation, entrepreneurship and commercialization, engage with community and play an active role in building society.

Addressing to the convocation Pro-Chancellor Mr. Hassan Muhammad Khan, congratulated graduating students and prayed to Allah S.W.T. for a bright and successful career for them. He said that we are a nation with rich human resource. Over 67% of our population consists of youth. He added that a country with this great resource has an excellent potential of becoming a leader in knowledge, scientific development and new technologies.

The Vice-Chancellor Prof. Dr. Anis Ahmed, in his report, highlighted the achievements and future plans of the university. He said that today University is offering more than 100 programs in 8

faculties. He said this year's theme, to excel and lead in the Value Based Quality Education, reminds all of us of our basic obligation of building an

educated Pakistan. He hoped the faculty and management of the university will continue their endeavor to make it an exemplary institution for others.

HEEACT Started Flexible QA Approach

In order to value the features of varying types of higher education providers, Higher Education Evaluation & Accreditation of Taiwan (HEEACT) started to develop a new QA approach for non-traditional higher education providers, particularly for distant education, off shore programs and police and military schools. Since 2014, HEEACT adopted a flexible QA framework to assess all types of universities and programs. In addition to complying with core standards set by HEEACT, all universities and evaluated programs are encouraged to add new feature standards and indicators in order to highlight educational mission and vision. Besides, HEEACT was commissioned by School of Arts, Macao Polytechnic Institute to undertake an international accreditation over Physical Education and Arts programs. On-site visits were completed successfully in Nov, 2016.



Currently, HEEACT has published external program reviews results over seven specialty schools, including distance education, academy in police and military. 90% programs are accredited except few in the conditional status. The major challenges for those conditionally

accredited programs at specialty schools include administrative support, student-centered curriculum design and faculty resources. HEEACT would continue to assist the universities and colleges to improve their drawbacks as well as strengthen reviewers' training in how to undertake an appropriate review approach on non-traditional academies and institutes in the future.

(Written by Angela Yung Chi Hou and Shaw Ren Lin)

IMPORTANT INFORMATION ON APQN WEBSITE

- APQN Brochure (New version) is available at:
[http://www.apqn.org/files/whats_new/apqn_brochure\(new_edition\).pdf](http://www.apqn.org/files/whats_new/apqn_brochure(new_edition).pdf)
- Asia-Pacific Quality Register (APQR) is available at:
<http://www.apqr.co/>

- Bengaluru Statement 2016 is available at:
http://www.apqn.org/files/whats_new/bengaluru_statement-05-10-2016.pdf
http://www.apqn.org/files/whats_new/global_media_release_-_bengaluru_statement-23-9-2016.pdf
- APQN - 2015 Conference Proceeding is available at:
http://www.apqn.org/files/whats_new/1+cover.pdf
http://www.apqn.org/files/whats_new/2+editorial++committee.pdf
http://www.apqn.org/files/whats_new/3+copy+right.pdf
http://www.apqn.org/files/whats_new/5++contents.pdf
- APQN - 2012 Conference Proceeding is available at:
http://www.apqn.org/virtual_library/reports/
- The APQNews (Issue 13, 2016) is available at:
http://www.apqn.org/virtual_library/apqnews/
- The APQN 2016-2019 Strategic Plan is available at:
[http://www.apqn.org/files/virtual_library/other_reports/apqn_strategic_plan_2016-2019\(final_version_jul_4,_2016\).pdf](http://www.apqn.org/files/virtual_library/other_reports/apqn_strategic_plan_2016-2019(final_version_jul_4,_2016).pdf)
- The APQN Annual Report 2015 is available at:
[http://www.apqn.org/files/virtual_library/other_reports/apqn_annual_report_2015\(final\).pdf](http://www.apqn.org/files/virtual_library/other_reports/apqn_annual_report_2015(final).pdf)
- The materials for the APQN 2016 Conference and AGM is available at:
<http://www.apqn.org/events/past/details/?id=488>
- APQN Quality Information Portal is available at:
<http://www.horizoncampus.edu.lk/apqn>



Dissolving Boundaries for a Quality Region

APQNews (Issue 14)

Welcome Your Contribution for the APQNews

Does your organization have any news that you would like to share with the region?

Are there any upcoming quality events that you would like to release in APQNews?

APQN welcomes all contributions for the next issue of APQNews (ISS.15)! Please kindly email them to Mr. Zhang Lingfei, APQN Administrator at: apqnsecretariat@163.com.

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