

Dissolving Boundaries for a Quality Region: APQN Strategic Plan (2019-2022)

The Sixth Board of APQN

May 30, 2019

The Asia-Pacific Quality Network (APQN) is a non-profit, non-government network/organization focusing on the quality of higher education in the Asia and the Pacific region that contains over half the world's population. APQN's mission is *"to be committed to the quality of higher education and supportive of quality organizations in the region"*, with the final goal is *"to dissolve boundaries for a quality region"*. APQN promote education quality and capacity-building for both the quality assurance agencies (QAAs) and the higher education institutions (HEIs).

Founded in 2003, under the leadership of APQN founders, pioneers and 5 Presidents, the 16-year efforts gave APQN the vitality of sustainable development and left APQN the spiritual legacy: 1) the spirit of dedication; 2) the spirit of sharing; 3) the spirit of serving; 4) the spirit of innovation; and 5) the spirit of sustainable development.

As of March 30, 2019, APQN has 222 members representing 42 countries/territories. Today APQN is the largest and most influential international organization in the field of higher education quality assurance in Asia-Pacific Region.

The sixth Board began its term on March 30, 2019 in the Annual General Meeting (AGM) in Colombo, Sri Lanka. To realize the mission of *"being a self-sustaining Network, the first point of reference for advice or support, efficient in its operations and open in its information sharing"*, this Strategic Plan is made as the guidance for the new general council in the next three years (2019-2022)¹.

The sixth Board will take on the persistent mission with new attitude and new perspectives. The five principles of the sixth Board are: 1) target-orientated principle; 2) project-orientated principle; 3) SMART Project principle (specific, meaningful, agreed-upon, results-oriented and tractable); 4) Win-Win Principle; and 5) principle of sustainable development. The five key words are *"procedure-base, capacity-building, self-reliance, information-sharing and sustainable development"*. APQN Strategic Plan (2019-2022) will complete the following seven goals and actions along with ten targets in the next three years.

¹ Based in "APQN Strategic Plan (2012-2015) and Strategic Plan (2016-2019)", this new Strategic Plan (2019-2022) was made by the sixth President, Pro/Jianxin Zhang in May 2019. It has been greatly improved and approved by the Board Directors on May 30, 2019.

APQN Strategic Plan (2019-2022)

<p>1. Vision and Mission</p>	<p>1.1 Vision: to be a self-sustaining Network, the first point of reference for advice or support, efficient in its operations and open in its information sharing.</p> <p>1.2 Mission: to enhance the quality of higher education in the Asia-Pacific Region through strengthening quality assurance work of both internal and external organizations and extending the cooperation among them.</p> <p>1.3 Value: to be committed to the quality of higher education; to be supportive of both internal and external quality assurance in the Asia-Pacific Region.</p>
<p>2. Strategic Objectives</p>	<p>2.1 To promote good practice in the maintenance and improvement of quality in higher education in the Asia-Pacific Region.</p> <p>2.2 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.</p> <p>2.3 To provide advice and expertise to assist in the development of new quality assurance organizations in the region.</p> <p>2.4 To facilitate links between quality assurance organizations and acceptance of each other's decisions and judgments.</p> <p>2.5 To assist APQN members in determining standards of institutions operating across national borders.</p> <p>2.6 To permit better-informed international recognition of qualifications throughout the region.</p> <p>2.7 To accredit external QAAs and HEIs to guarantee the good quality of them; To enhance the mobility of students among HEIs both within and across national borders.</p> <p>2.8 To establish effective working relationships with relevant international and sector groups who can contribute to the work of APQN, includes INQAAHE, (International Network for Quality Assurance Agencies in Higher Education) UNESCO (United Nations Educational, Scientific and Cultural Organization), World Bank, APEC(Asia-Pacific Economic Cooperation), ASEAN(Association of Southeast Asian Nations),, AQAN (ASEAN Quality Assurance Network),, ANQAHE (Arab Network for Quality Assurance in Higher Education), ECA (Economic Commission for Africa), AUN(ASEAN University Network), ENQA (European Association for Quality Assurance in Higher Education), CHEA(Council of Higher Education Accreditation)and others.</p>
<p>3. Principles</p>	<p>3.1 Target-Orientated Principle: 2019-2020 will be the year of administration building, 2020-2021 is the year of capacity building and 2021-2022 is the year of sustainable development.</p> <p>3.2 Project-Orientated Principle: all the activities are acted by way of project. All the projects under APQN budget (such as APQN website, publication of Anthology and others) can get financial support from APQN. The payment can only happen after the project completed and the report has been submitted and the payment should be based on the ToR/Agreement/Contract signed by two parties. APQN owns intellectual</p>

	<p>property rights for the paid products or fully-supported projects.</p> <p>3.3 SMART Project Principle: all APQN activities should meet the requirements of being “Specific, Meaningful, Agreed-upon, Results-oriented and Tractable”. Five components of a project should be included: 1) initiation; 2) planning and design; 3) execution and construction; 4) monitoring and controlling systems; and 5) completion and reaching the goal.</p> <p>3.4 Win-Win Principle: APQN members are encouraged to conduct self-fundraising projects, review, publish, research, survey, have seminars/workshops/ conferences, by using APQN logo, brand and fame in order to enhance the capacity-building and promote the sustainability.</p> <p>3.5 Principle of sustainable development: APQN development must meet the present needs of its members without compromising the needs of the members in the future. It contains three key concepts: diversity, equality and harmony.</p>	
<p>4. Goals and Actions</p>	<p>Goal</p>	<p>Key Actions</p>
	<p>4.1 Establish ongoing financial viability and stability</p>	<p>4.1.1 Explore the ideal belief of an “APQN fraternity” whereby any person with a special connection to APQN can be called forth to provide advisory, training or other consultancy services on a pro bono basis.</p> <p>4.1.2 As all of the non-profit networks, the main income is membership fee. For the sustainable development of APQN, all members must pay annual membership fee to be involved in all kinds of APQN activities, as well as receive the electrical version of APQN’s Annual Report, APQNews, AAC anthologies and other information.</p> <p>4.1.3 Explore additional funding sources externally which can include donation, in-kind contributions, commissioned work, sponsorship of events or publications, with all kinds of philanthropists and stakeholders, just as “Guidelines for APQN Project by Self-fundraising”.</p> <p>4.1.4 Explore additional funding sources internally which can include APQR, APQL, training workshops on a user pay principle, sponsorship of events or publications by all the members.</p> <p>4.1.5 Increase income and reduce expenditure, e.g. to establish the reporting and reviewing system on the current cycle of conferences, workshops and projects before giving all the financial support.</p>
	<p>4.2 Develop the</p>	<p>4.2.1 Identify options for QA services, and encourage the staff</p>

	<p>website to provide a platform for the communication for all members</p>	<p>capacity building program by providing support to accepting hosts.</p> <p>4.2.2 Design, develop and facilitate the web-based discussion forum for the members.</p> <p>4.2.3 Expand the possibility of adding new category of APQN membership – individual status. APQN accepts individual members of external quality assurance agencies (EQAAs), higher education institutions (HEIs) as well as other fields with the interest in contributing towards the development of quality assurance, accreditation and evaluation in higher education, from within and outside the Asia-Pacific region.</p> <p>4.4.4 Ensure as much as possible wide regional participation and membership category on the Board through co-option.</p>
	<p>4.3 Populate and maintain the consultant database and make information accessible to all</p>	<p>4.3.1 Upgrade existing database to maintain relevance and up-dated, especially Virtual Library, Database of Consultants and others.</p> <p>4.3.2 Promote the Quality Information Portal (QIP) in the 2021 Online Forum and make QIP sustainable and keep functioning.</p> <p>4.3.2 Canvass its members to identify relevant requirements for quality assurance, e.g. APQR for the QAAs and APQN Label for the HEIs .</p> <p>4.3.3 Establish the transparency and responsibility for ensuring currency of information, such as APQNews, APQN awards, APQN anthologies, APQN publications and others.</p>
	<p>4.4 Ensure APQN annual conference efficiently and effectively</p>	<p>4.4.1 Actively promote APQN academic conference (AAC) and annual general meeting (AGM), such as the conference theme, the venue and the sponsorship.</p> <p>4.4.2 Review the submitted papers, and arrange the AAC presentations in 2 categories (plenary session, parallel session) to those have been accepted.</p> <p>4.4.3 Publish the series of AAC anthologies.</p>
	<p>4.5 Complete the research projects facilitate the requests, support and</p>	<p>4.5.1 Develop the project procedure to encourage all new researches and action plans, e.g. “Welcome Your Idea for APQN Collaborative Research”.</p> <p>4.5.2 Establish the process to obtain and build new physical and online opportunities for delivering training provision, editing and storing existing training material available across the network.</p> <p>4.5.3 Identify and develop more opportunities for institution</p>

	<p>advice for training or others</p>	<p>members which cover half of the total members, e.g. co-organizing QA conferences with Macao Polytechnic Institute (MPI). 4.5.4 Identify and develop opportunities for non-member use that provides a monetary return to APQN.</p>
	<p>4.6 Strengthen relations with other international, regional and national networks/organizations within and outside the Region</p>	<p>4.6.1 Promote the communication with more international, regional and national quality assurance and networks/organizations, such as INQAAHE, ENQA ANQAHE, AQAN, CHEA and others. 4.6.2 Expand the exchange of Newsletter, Database of Consultants, Journals, Anthologies and other information with more international, regional and national quality assurance and networks/organizations.</p>
	<p>4.7 Broaden the base of services to its members to ensure visibility and sustainability of network activities</p>	<p>4.7.1 Strengthen ongoing initiatives such as Asia-Pacific Quality Register (APQR), Asia-Pacific Quality Label(APQL), Quality Information Portal , Consultant Database and so on. 4.7.2 Contribute to capacity building in terms of National Qualifications Framework (NQF) and promote interoperability of NQFs within region. 4.7.3 Explore other value-added services to its members and stakeholders which can generate revenue for network as well as serve the needs of its members.</p>
<p>5. Targets</p>	<p>5.1 Raise more funds by seeking sponsorship, support and in-kind contributions from all kinds of relative stakeholders. 5.2 Ensure all countries/territories in the region have access to an accreditation agency – national or regional, establish Qualification Framework. 5.3 Conduct capacity building workshops on evaluators on a user pay principle. 5.4 Asia-Pacific Quality Register(APQR) to be implemented in 2019 -2020. 5.5 APQN Quality Label (APQL) to be implemented in 2019 -2022. 5.6 Continue to publish the series of AAC anthologies, APQN Annual Report and APQNews. 5.7 Continue to establish QA Consultant Database. 5.8 Continue to establish Quality Information Portal along with on-line forum. 5.9 Continue to establish mutual relationship with other international, regional and national QA networks/organizations.</p>	

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May 30, 2019