Dissolving Boundaries for a Quality Region:

**APQN Strategic Plan (2016-2019)**

**The Fifth Board Council of APQN**

July 4, 2016

The Asia-Pacific Quality Network (APQN) is a non-profit, non-government network/organization focusing on the quality of higher education, the provision of the education and training for quality assurance agencies (QAAAs) in the Asia and the Pacific region that contains over half the world’s population. APQN was founded in Hong Kong in January 2003, incorporated as an association in December 2004 in the State of Victoria, Australia; and registered as a non-profit organization in June 2011 in Shanghai, China.

APQN’s mission is “to enhance the quality of higher education in Asia and the Pacific region through strengthening the work of quality assurance agencies (QAAAs) and extending the cooperation between them”. For the past 13 years, under the leadership of APQN pioneers and four previous Presidents - Mr. Peter PT Cheung, Ms. Concepcion Pijano, Dr. Antony Stella, and Dr. Jagannath Patil, APQN has been committed to pursuit excellent quality of higher education and very supportive to QAAAs in the region. APQN has been dedicated to the following tasks: 1) dissemination of information through newsletters, documents, journals and books; 2) train and development through seminars, workshops, conferences and staff movement; 3) reference to the databases and other resources of INQAAHE and other organizations; and 4) other appropriate tasks as determined by the General Council or the Board. As of March 1, 2016, APQN has 166 members representing 38 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 pioneers have made extraordinary improvement and made APQN legacy.

The General Council is governed by a Board consisting of a President, a Vice-President, a Secretary/Treasurer, an immediate Past President, 4 other elected members, and up to 4 co-opted members. The fifth board began its term after the formal announcement on May 27, 2016 in the Annual General Meeting (AGM) in Fiji. To realize the value of “committed to quality higher education, and supportive of quality agencies in the region” and to reach the vision of “to be a self-sustaining Network, a first point of reference for advice or support, efficient in its operations and open in its information sharing.” this Strategic Plan is made as the guidance for the new general council in the next three years (2016-2019).1

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1 Based in APQN Strategic Plan (2012-2015), this new Strategic Plan (2016-2019) was made by the fifth President, Prof. Jianxin Zhang. The first version was discussed by both old and new APQN board members in May, 2016; the second version was discussed by the office bearers, and the immediate past president, Dr. Jagannath Patil.
The fifth board council will take on the new mission with new attitude and new perspectives. We 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 staff capacity building and 2018-2019 is the year of action and achievements. The four principles of the fifth board council 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. Our five key words are “procedure-base, capacity-building, self-reliance, information-sharing and sustainable development”. In "APQN Strategic Plan (2016-2019)”, APQN will complete the following seven goals and actions along with ten targets in the next three years.

### APQN Strategic Plan (2016-2019)

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<th><strong>1. Vision and Mission</strong></th>
<th><strong>2. Strategic Objectives</strong></th>
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<td>1.1 Vision: To be a self-sustaining organization of higher education related agencies and HEIs, and be the first point of reference for its members for the provision of expertise, advice, discussion and consultation on all matters relating to quality assurance within the higher education sector.</td>
<td>2.1 To promote and share good practice in the maintenance and improvement of quality in higher education and to facilitate research into the practice of quality management in higher education and its effectiveness in improving the quality of higher education in the Asia-Pacific Region.</td>
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<td>1.2 Mission: To enhance the knowledge and capacity of agencies and individuals within the Asia-Pacific Region to provide quality education within their specific higher education sectors through a cooperative network platform.</td>
<td>2.2 To provide advice and expertise to assist the development of new QAAs, facilitate experience sharing and links among QAAs and acceptance of each other’s decisions and judgments in the region.</td>
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<td>1.3 Value: to be committed to quality higher education, and supportive of quality agencies in the region.</td>
<td>2.3 To assist its members to determine standards of institutions operating across national borders and enable APQN to be alert to dubious accrediting practices and organizations.</td>
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who provided valuable suggestions. The third and fourth version has been discussed among the new board members. This final version has been endorsed by the fifth Board Council by July 4, 2016.
3. Principles

3.1 Target-orientated principle: 2016-2017 will be the year of procedure building, 2017-2018 is the year of staff capacity building and 2018-2019 is the year of action and achievements.

3.2 Project-orientated principle: all the activities are acted by way of projects, where five developmental components of a project can be followed: 1) initiation; 2) planning and design; 3) execution and construction; 4) monitoring and controlling systems; and 5) completion and reaching the goal.

3.3 SMART principle: all APQN activities should meet the requirements of being “Specific, Meaningful, Agreed-upon, Results-oriented and Tractable”.

3.4 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.

4. Goals and Actions

Goal | Key Actions
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4.1 Establish ongoing financial viability and stability | 4.1.1 Explore the idea of an “APQN fraternity” whereby people with a special connection to APQN can be called forth to provide advisory, training or other consultancy services on a pro bono basis.
4.1.2 Explore additional funding sources externally which can include donation, commissioned work, and sponsorship of events or publications by governments, agencies/organizations, philanthropists and other relative stakeholders, such as establishing “Guidelines for APQN Project by Self-fundraising”.
4.1.3 Explore additional funding sources internally which can include APQR, training workshops on a user pay principle, sponsorship of events or publications by all the members.
4.1.4 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.

4.2 Develop the website to provide a platform for the | 4.2.1 Identify options for QA services, and encourage the exchange program by providing support to accepting hosts.
4.2.2 Design, develop and facilitate a web-based discussion forum for the members.

2 “Guidelines for APQN Project by Self-fundraising” was approved by the fifth Board Council on June 22, 2016.
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<th>Communication for all members</th>
<th>4.2.3 Ensure as much as possible wide regional participation and membership category on the Board through co-option.</th>
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| 4.3 Populate and maintain the consultant database and make information accessible to all | 4.3.1 Upgrade existing database to maintain relevance and up-dated, especially Virtual Library, Database of Consultants and Quality Information Portal.  
4.3.2 Canvass its members to identify relevant requirements for quality assurance, e.g. APQN Label.  
4.3.3 Establish the transparency and responsibility for ensuring currency of information, such as APQNews, APQN Awards, APQN publications. |
| 4.4 Ensure APQN annual conference efficiently and effectively | 4.4.1 Actively promote APQN Annual Conference, such as the conference theme, the venue and the finance.  
4.4.2 Actively assist the Conference organization with the local organizer.  
4.4.3 Review the submitted papers, arrange the Conference Program, and publish the series Proceeding of APQN Conferences. |
| 4.5 Complete the research projects facilitate the requests, support and advice for training or others | 4.5.1 Develop the project procedure to encourage all new researches and action plans, e.g. “Welcome Your Idea for APQN Collaborative Research”.  
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.  
4.5.3 Identify and develop more opportunities for institution members which cover 56% 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. |
| 4.6 Strengthen relations with other international, regional and national networks/organizations within and outside the Region | 4.6.1 Promote the communication with more international, regional and national quality assurance and networks/organizations, such as INQAAHE, ENQA ANQAHE, AQAN, CHEA (Council for Higher Education Accreditation) and others.  
4.6.2 Expand the exchange of Newsletter, Database of Consultants, Journals, Proceedings and other information with more international, regional and national quality assurance and networks/organizations. |
| 4.7 Broaden the base of services to its members | 4.7.1 Strengthen ongoing initiatives such as Asia Pacific Quality Register (APQR), Quality Information Portal, Quality Journal and so on. |
| 5. Targets | 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.  

| **to ensure visibility and sustainability of network activities** | 5.1 Raise more funds by seeking sponsorship, support and in-kind contributions from governments, agencies, networks/organizations, philanthropists and other 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 2016-2019.  
5.5 APQN Quality Label to be implemented in 2018-2019.  
5.6 Continue to publish the series of APQN Conference Papers and Journals.  
5.7 Continue to establish QA Consultant Database.  
5.8 Continue to support the countries/territories with the founding of QAAs.  
5.9 Continue to establish mutual relationship with other international, regional and national QA networks/organizations.  
5.10 Strengthen APQN Virtual Library’s Functionality. |

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