INTERNATIONAL ASSOCIATION OF PRIVATE UNIVERSITIES AND COLLEGES

Part XII: IQA Institutional Quality Representative Management Measures

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Applicable Scope: All private higher education institutions that have obtained IQA candidate status or accreditation status

Preface

Within the IAPUC-IQA Accreditation System, the quality of information communication between accredited institutions and the IQA Office directly affects the efficiency of accreditation procedures and the effectiveness of post-accreditation supervision. Given the unique governance structures and administrative systems of private higher education institutions, it is essential to establish a formal, stable and professional communication hub — a Quality Representative — in each accredited institution to standardize accreditation-related communication, clarify responsibilities, and ensure information symmetry.

The establishment of the Quality Representative System embodies IAPUC's governance philosophy of **balancing empowerment and accountability** for accredited institutions. It respects the institutional autonomy of higher education institutions by allowing them to appoint trusted professional personnel for this role, while establishing clear responsibility boundaries and accountability mechanisms to guarantee the accurate transmission of accreditation information and the effective fulfillment of accreditation obligations.

Formulated with reference to the institutional design concept of the "Management Representative" system specified in ISO management system standards and the institutional liaison management practices of mainstream international accreditation bodies, these Measures are adaptively optimized to fit the operational characteristics of private higher education institutions. IAPUC expects the standardized operation of the Quality Representative System to build a stable, efficient and trust-based information channel between accredited institutions and the accreditation system.

Chapter I General Provisions

Article 1 Purposes and Basis

These Measures are formulated for the following purposes:

(1) To define the official role and institutional positioning of Institutional Quality Representatives (hereinafter referred to as "Quality Representatives") within the IQA Accreditation System;

(2) To stipulate the qualification requirements, appointment procedures, core responsibilities and performance requirements for Quality Representatives;

(3) To establish training, support and supervision mechanisms for Quality Representatives to ensure their sustained and effective performance of duties;

(4) To ensure the timeliness, accuracy and standardization of information communication between accredited institutions and the IQA Office.

These Measures are formulated on the basis of:

- Provisions on post-accreditation supervision and institutional continuing obligations specified in the *IAPUC-IQA Accreditation Manual*;

- Requirements for annual reports, major change reports and accreditation communication specified in the *IAPUC-IQA Accreditation Procedure Specifications*;

- Principles for management representatives and internal communication specified in ISO management system standards (ISO 21001:2018, ISO 9001:2015).

Article 2 Scope of Application

These Measures apply to:

(1) All private higher education institutions with IQA candidate status;

(2) All private higher education institutions with IQA accreditation status (including provisional accreditation, formal accreditation and full accreditation);

(3) All management activities pertaining to the appointment, performance, replacement and evaluation of Quality Representatives.

Article 3 Basic Principles

The management of Quality Representatives shall adhere to the following basic principles:

Principle	**Core Connotation**
Personnel Stability	The appointment of Quality Representatives shall remain relatively stable to avoid disruption of accreditation affairs caused by frequent personnel changes.
Information Accuracy	All information delivered by Quality Representatives shall be authentic and accurate, free from distortion due to negligence or intentional misconduct.
Timely Response	Quality Representatives shall respond to official notifications and inquiries from the IQA Office within the prescribed time limits.
File Integrity	Quality Representatives shall properly manage accreditation documents and ensure the continuity and integrity of institutional accreditation archives.

Chapter II Appointment of Quality Representatives

Article 4 Institutional Positioning of Quality

Representatives

A Quality Representative is an accreditation liaison person designated by an accredited institution and officially filed by the IQA Office, with the following role positioning:

(1) The **sole official communication window** between the accredited institution and the IQA Office for all accreditation-related affairs;

(2) The institutional coordinator for internal accreditation affairs;

(3) The internal supervisor of institutional accreditation compliance obligations;

(4) The disseminator and interpreter of IQA accreditation standards and policies within the institution.

Serving as a Quality Representative does not render the individual personally liable for the institutional accreditation quality. The overall accreditation quality accountability shall be borne by the institution as a whole.

Article 5 Qualification Requirements

Candidates for Quality Representative shall simultaneously meet the following qualification requirements:

(1) **Employment Status**: A formal full-time employee of the accredited institution with a continuous employment contract; temporary staff, short-term contract employees or external non-affiliated personnel are ineligible in principle.

(2) **Job Level**: Hold a middle or above management position in institutional quality management, academic administration, academic affairs, strategic planning or institutional research, with cross-departmental coordination authority.

(3) **Professional Competence**:

- Possess professional knowledge and practical experience in higher education management and quality assurance;

- Be familiar with the IAPUC-IQA accreditation standard system, procedural specifications and supporting institutional documents;

- Understand the basic concepts and development trends of international higher education quality assurance.

(4) **Language Proficiency**: Possess oral and written communication capabilities to effectively interact with the IQA Office, and be able to read and understand official documents and notifications issued by IQA in English or other official languages.

(5) **Professional Ethics**: Have no records of academic misconduct, information falsification or serious dereliction of duty in professional practice.

Article 6 Appointment Procedures

(1) **Initial Appointment**: Within 30 days after obtaining candidate status, the

accredited institution shall submit a *Quality Representative Appointment Letter* to the IQA Office, containing the following information:

- Name, position and contact information (email address and phone number) of the appointed person;

- Brief introduction of educational background and professional qualifications;

- Relevant experience in institutional quality management and/or accreditation affairs;

- Effective date of appointment.

(2) **Signature Confirmation**: The *Quality Representative Appointment Letter* shall be personally signed or electronically authenticated by the institutional president (or equivalent chief administrative officer) to confirm official authorization from the highest institutional management.

(3) **IQA Filing Review**: The IQA Office shall complete the compliance review of the appointment within 15 working days upon receipt of the Appointment Letter:

- Verify whether the appointed person meets the qualification requirements specified in Article 5 of these Measures;

- Examine the completeness and standardization of the Appointment Letter.

For approved appointments, the IQA Office shall issue a *Quality Representative Filing Confirmation Letter* to the institution, record the representative's information in the accreditation archive and liaison management system, and establish an official communication channel.

For unapproved appointments, the IQA Office shall notify the institution to re-appoint a qualified candidate or provide supplementary explanations within a specified time limit.

Article 7 Replacement Management

(1) An institution may replace its Quality Representative at any time for reasons including but not limited to:

- Resignation or job adjustment of the incumbent Quality Representative;

- Active institutional adjustment based on work demands;

- Replacement suggestions issued by the IQA Office in accordance with these Measures.

(2) The institution shall submit a new *Quality Representative Appointment Letter* to the IQA Office within 15 days after the replacement takes effect.

(3) The outgoing and incoming Quality Representatives shall complete the following handover work to avoid information gaps or suspension of accreditation affairs caused by personnel changes:

- Handover of all IQA accreditation-related archives and documents;

- Handover of IQA Office liaison methods and system access credentials;

- Comprehensive briefing on pending accreditation affairs (e.g., ongoing annual report compilation, scheduled on-site inspections);

- Handover of records of major change notifications and annual report submissions.

(4) The institution shall submit a *Quality Representative Handover Confirmation Letter* jointly signed by the outgoing and incoming representatives to the IQA Office within 30 days after the replacement, confirming the completion of all handover procedures.

(5) In case of emergencies preventing normal handover (e.g., sudden death, severe illness or urgent resignation of the incumbent Quality Representative), the institutional president shall appoint an interim Quality Representative and notify the IQA Office in writing within 5 working days, and complete the formal appointment within 30 days.

Chapter III Responsibilities of Quality Representatives

Article 8 Liaison and Coordination Responsibilities

As the sole official communication window between the institution and the IQA Office, Quality Representatives shall perform the following liaison and coordination duties:

(1) Receive all official notifications, documents and inquiries issued by the IQA Office, and promptly forward them to relevant internal departments and personnel;

(2) Send official communications, submit reports and documents, and respond to inquiries to the IQA Office on behalf of the institution;

(3) Raise official written inquiries to the IQA Office regarding doubts about accreditation standards, procedures, policies and institutional rules, and timely disseminate official replies to relevant internal departments;

(4) Maintain unobstructed communication with the IQA Office to ensure accessible contact with the representative or designated interim agent when necessary.

Article 9 Accreditation Affairs Management Responsibilities

Quality Representatives shall undertake the following internal accreditation management duties:

(1) Self-Evaluation Coordination

During the accreditation application, initial accreditation self-evaluation and periodic re-accreditation self-evaluation stages:

- Coordinate the establishment of internal self-evaluation organizational structures and work schedules;

- Organize relevant departments and staff to study and comprehend IQA accreditation standards;

- Coordinate the compilation, review and submission of self-evaluation reports;

- Ensure the authenticity and completeness of self-evaluation report content and the traceability of cited evidence;

- Collect internal opinions and complete final review before submission. This review serves as coordination supervision and does not exempt individual functional departments from liability for the authenticity and accuracy of information they provide.

(2) Annual Report and Mid-Term Review Organization

- Organize the compilation and timely submission of annual quality monitoring reports in compliance with the *IAPUC-IQA Accreditation Procedure Specifications* and *Guidelines for Annual Information Disclosure and Major Change Reporting by Accredited Institutions*;

- Organize the compilation and timely submission of mid-term self-evaluation briefings;

- Guarantee the accuracy and timely update of data in annual reports and mid-term briefings.

(3) On-Site Inspection Coordination

During the preparation and implementation of IQA on-site inspections:

- Negotiate inspection dates and schedules with the IQA Office and the review panel leader;

- Coordinate the arrangement of symposiums, interviews, facility inspections and other on-site procedures in accordance with review panel requirements;

- Ensure participating staff understand the purpose of interviews and symposiums and make adequate preparations;

- Act as the institutional on-site coordinator to ensure smooth inspection procedures, without participating in internal deliberations of the review panel.

(4) Major Change Reporting

- Monitor and identify major institutional changes;

- Organize the compilation and submission of *Major Change Reports* within the time limits specified in the *Guidelines for Annual Information Disclosure and Major Change Reporting by Accredited Institutions*;

- Cooperate with the IQA Office in follow-up handling and potential special reviews of major changes.

Article 10 Compliance and Supervision Responsibilities

Quality Representatives shall perform the following internal compliance and supervision duties:

(1) Continuous Compliance Supervision

- Urge the institution to fulfill all continuing accreditation obligations during the valid accreditation period, including annual report submission, annual information disclosure, accreditation fee payment and major change reporting;

- Supervise the compliant use of accreditation marks in accordance with the *IAPUC-IQA Accreditation Mark Usage and Brand Management Code*.

(2) Accreditation File Management

- Properly keep accreditation certificates, official accreditation documents, liaison passwords and system access credentials issued by the IQA Office, and prohibit unauthorized personnel access and usage;

- Establish and maintain systematic internal institutional accreditation archives to ensure the completeness and continuity of all accreditation-related documents and records since the initial application.

(3) Internal Communication and Policy Dissemination

- Timely disseminate updates on IQA accreditation policies, standards and procedures to institutional management and relevant departments;

- Promote the popularization of IQA accreditation concepts and quality assurance awareness within the institution.

Article 11 Basic Performance Requirements

Quality Representatives shall comply with the following basic performance requirements:

(1) Provide written responses to official notifications and inquiries from the IQA Office within 10 working days. For complex matters that cannot be fully responded to within the time limit, notify the IQA Office of the expected complete response time in advance.

(2) Submit all time-bound reports and documents before the deadline. If delayed submission is anticipated, apply for an extension and explain the situation to the IQA Office no less than 10 working days in advance.

(3) Ensure all submitted reports and documents are authentic in content and standardized in format. Quality Representatives shall carefully review all coordinated reports to verify the truthfulness and accuracy of information within their scope of knowledge.

(4) Guarantee the authenticity and accuracy of all institutional information submitted to the IQA Office. If any falsification or major omission in previously submitted information is identified, take the initiative to correct it to the IQA Office within 5 working days upon discovery.

(5) If unable to perform duties due to leave, business trips or other reasons for more than 10 consecutive working days, designate an interim replacement and notify the IQA Office in advance.

Chapter IV Training and Support

Article 12 New Quality Representative Training

(1) All newly appointed Quality Representatives shall complete specialized training organized by the IQA Office within 12 months of taking office.

(2) The training curriculum shall cover at least the following contents:

- In-depth interpretation of the founding philosophy, mission and core values of the IAPUC-IQA Accreditation System;

- Detailed analysis of the eight major accreditation standard domains;

- Key operational points of the full accreditation cycle from application to re-accreditation;

- Framework, compilation methods and common pitfalls of self-evaluation reports;

- Compilation requirements and data standards for annual quality monitoring reports;

- Identification criteria and report compilation for major institutional changes;

- Specifications and prohibitions for accreditation mark usage;

- Operational guidelines for the official IQA website and information systems;

- Duty boundaries and performance precautions for Quality Representatives.

(3) Training is delivered via online or offline modes with a minimum duration of 8 class hours. Upon completing training and passing the assessment, the IQA Office shall issue a *Quality Representative Training Completion Certificate*.

(4) Formal duties of newly appointed Quality Representatives are not suspended pending training completion. Institutions may assign internal staff familiar with IQA accreditation affairs to assist new representatives during the transition period.

Article 13 Continuous Training and Knowledge Update

(1) Quality Representatives shall complete no less than 8 class hours of continuous training every two years. Valid training forms include:

- Updated specialized training organized by the IQA Office;

- Briefings on revisions to IQA accreditation standards and procedures;

- Accreditation best practice exchange seminars and workshops;

- Higher education quality assurance academic conferences hosted or recognized by IAPUC.

(2) In case of major revisions to IQA accreditation standards, procedures or core institutional rules, the IQA Office shall organize special targeted training, which all Quality Representatives shall complete within 6 months after the revised rules take effect.

Article 14 Quality Representative Network and Support Mechanisms

(1) The IQA Office establishes a Quality Representative liaison network to provide sustained support via the following measures:

- Quarterly Quality Representative newsletters covering accreditation updates, policy interpretations and best practices;

- Exclusive online Q&A platform for Quality Representatives for professional consultation and experience exchange;

- Regional Quality Representative conferences to facilitate cross-institutional experience sharing and mutual assistance.

(2) Quality Representatives may apply for one-on-one professional consultation support for accreditation affairs from the IQA Office, which shall be arranged subject to resource availability.

Chapter V Supervision and Evaluation

Article 15 Performance Monitoring

The IQA Office conducts ongoing monitoring and documentation of Quality Representatives' performance based on the following dimensions:

(1) Timeliness of annual report and mid-term briefing submissions;

(2) Response timeliness to official IQA Office inquiries;

(3) Submission timeliness of major change reports;

(4) Quality of submitted documents and information (completeness and accuracy);

(5) Compliance status of accreditation mark usage.

Article 16 Performance Reminders and Communication

(1) For minor performance irregularities (e.g., slight delay in annual report submission without substantial adverse impacts, moderately overdue inquiry responses within a reasonable range), the IQA Office shall issue informal verbal reminders.

(2) For notable performance problems (e.g., two consecutive delayed submissions, obvious defects in submitted document quality), the IQA Office shall issue a written

communication letter specifying existing concerns and improvement expectations.

Article 17 Replacement Recommendations

The IQA Office may issue a written replacement recommendation to the institutional president if a Quality Representative falls under any of the following circumstances:

(1) Fails to submit annual reports on time twice consecutively without valid reasons and fails to complete submissions within a reasonable extension period after receiving official IQA reminders;

(2) Submits or transmits substantially falsified institutional information with direct personal liability (i.e., the representative knows or ought to know the information is false but fails to identify or correct it);

(3) Fails to respond to official IQA Office inquiries for more than 30 consecutive days without valid reasons and cannot be contacted via multiple attempts;

(4) Commits intentional falsification of information or other serious dereliction of duty in accreditation affairs.

All replacement recommendations from the IQA Office shall be made in writing with clear factual basis and reasons. The institution shall provide a written response within 30 days upon receipt of the recommendation, either confirming the adoption of the recommendation and new appointment arrangements or presenting legitimate reasons for non-adoption.

Institutions disputing replacement recommendations may file an appeal with the IQA Accreditation Decision Committee (ADC).

Article 18 Emergency Response Measures

In case the incumbent Quality Representative is unable to continue duties due to incapacitating health conditions, institutional dismissal or voluntary resignation, the institutional president shall:

(1) Appoint an interim Quality Representative and notify the IQA Office in writing within 5 working days upon awareness of the emergency;

(2) Complete the formal appointment and IQA filing of a new Quality Representative within 30 days of the interim appointment.

Interim Quality Representatives shall enjoy the same liaison authority and assume identical liaison and information transmission responsibilities as formal representatives during their tenure.

Chapter VI Supplementary Provisions

Article 19 Protection of Quality Representatives

(1) If a Quality Representative suffers improper institutional treatment due to faithfully performing duties and truthfully reporting institutional accreditation status to the IQA Office, the IQA Office may issue a written concern letter to the institutional president or board of directors, and reserve the right to assess the institutional governance environment in subsequent accreditation reviews.

(2) Quality Representatives may seek guidance and professional consultation from the IQA Office at any time when encountering ambiguous or difficult issues not specified in these Measures during duty performance.

Article 20 Relationship with Other Institutional Documents

These Measures constitute a unified and complementary IAPUC-IQA normative system with the following documents:

Document	Relationship with These Measures
IAPUC-IQA Accreditation Manual	These Measures refine and provide institutional guarantees for the post-accreditation supervision and institutional continuing obligation provisions stipulated in the Accreditation Manual.
IAPUC-IQA Accreditation Procedure Specifications	These Measures define the responsible subjects and operational safeguards for post-accreditation supervision procedures including annual reports, mid-term reviews and major change reporting specified in the procedural specifications.
Guidelines for Annual Information Disclosure and Major Change Reporting by Accredited Institutions	The two documents are mutually supportive: the Guidelines specify reporting contents and time limits, while these Measures define the responsible personnel and compliance guarantee mechanisms for report compilation and submission.
IQA Accreditation Appeal, Complaint and Dispute Resolution Management Measures	The appeal procedures for disputes over replacement recommendations stipulated in Article 17 of these Measures are fully aligned with the dispute resolution mechanisms of the above document.

Article 21 Interpretation and Revision

(1) These Measures are interpreted by the IAPUC Quality Accreditation Committee.

(2) IAPUC reserves the right to revise these Measures in accordance with the

development of accreditation practices. Revised versions shall take effect upon IAPUC Council approval with a reasonable transition period.

Article 22 Effectiveness and Transitional Arrangements

(1) These Measures shall take effect upon approval by the IAPUC Council.

(2) Upon the entry into force of these Measures, institutions that have obtained candidate or accreditation status and completed liaison personnel registration with the IQA Office shall formally appoint their registered liaison personnel as official Quality Representatives within 60 days if the registered personnel meet the qualification requirements specified herein, and complete the official appointment procedures.

(3) If the previously registered liaison personnel fail to meet the qualification requirements or the institution chooses not to confirm their appointment, the institution shall appoint a new qualified Quality Representative and complete formal filing within 60 days after these Measures take effect.

Appendix: Key Document Templates

Template 1: Quality Representative Appointment Letter

Institutional Name, Accreditation Number, Appointed Person’s Name, Position, Affiliated Department, Contact Information, Educational Background/Degree, Brief Introduction of Quality Management/Accreditation Experience, Confirmation Statements (the appointed person has read and understood these Measures, meets all qualification requirements, and is authorized to act as the institutional liaison for all IQA accreditation affairs), Institutional President’s Signature and Date.

Template 2: Quality Representative Handover Confirmation Letter

Institutional Name, Accreditation Number, Outgoing Quality Representative Name, Incoming Quality Representative Name, Handover Date, Handover Content Confirmation List (complete inventory of all IQA accreditation archives and documents, liaison methods and system access credentials, detailed briefing of pending accreditation affairs, full records of major change notifications and annual report submissions). Signed and dated by the outgoing representative, incoming representative and institutional president.

Document Approval

Role	Name/Position	Date

Compiled by	IAPUC Quality Accreditation Committee Institutional Management Standards Working Group	May 2026
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