



REGULATIONS ON THE ESTABLISHMENT AND MANAGEMENT OF REGIONAL OFFICES AND INTERNATIONAL REPRESENTATIVES

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Related Documents:

- IAPUC Bylaws (IAPUC/GOV/2025-001, Version 1.2.3)
- IAPUC Board of Directors and Standing Committees Rules of Procedure (IAPUC/GOV/2025-002, Version 1.0.2)
- IAPUC Strategic Development Plan 2026–2031 (IAPUC/GOV/2025-003, Version 1.0.0)
- Internal Financial Regulations for IQA Certification (IAPUC/FIN/2025-001, Version 1.0.1)
- Financial Audit and Internal Control Policy (IAPUC/FIN/AUD/2025-001, Version 1.0.0)
- Code of Conduct and Conflict of Interest Policy for Board Members (IAPUC/GOV/ETH/2025-001, Version 1.0.0)
- Disciplinary Procedures for Members (IAPUC/APP/DIS/2025-001, Version 1.0.0)
- Whistleblower Protection Policy (IAPUC/ETH/WBP/2025-001, Version 1.0.0)
- Policy Development and Revision Procedures (IAPUC/GOV/POL/2025-001, Version 1.0.0)

- IQA Document Preparation Specification (IAPUC/GOV/DOC-2025-001, Version 1.1.0)

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Distribution List

- IAPUC Board of Directors (all members)
- Accreditation Decision Committee (ADC)
- IAPUC Secretariat
- All IAPUC Regional Offices and Representatives
- All IAPUC Members (for information)
- IAPUC Legal Counsel

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Preamble

The International Association of Private Universities and Colleges (IAPUC) is the world's only multi- disciplinary comprehensive quality assurance body exclusively dedicated to private higher education institutions. Registered in the State of Colorado, United States (Registration No. 20251179157), IAPUC has established a global presence with operations spanning 37 countries and territories, with its Secretariat based at Fuyao University of Science and Technology.

As IAPUC continues to expand its international footprint in accordance with its Strategic Development Plan 2026–2031, the establishment of Regional Offices and the appointment of International Representatives are essential to:

- Enhance IAPUC's visibility and engagement in key regions;
- Provide localised support and services to members;
- Facilitate regional quality assurance activities and capacity building;
- Strengthen relationships with governments, quality assurance agencies, and higher education institutions;
- Support the implementation of IAPUC's IQA framework and accreditation services;
- Promote the Association's mission and values in diverse cultural and regulatory contexts.

These *Regulations on the Establishment and Management of Regional Offices and International Representatives* (the “Regulations”) establish the framework for:

- The types of IAPUC presence in different regions;
- The criteria and procedures for establishing Regional Offices;
- The appointment, roles, and responsibilities of International Representatives;
- The governance, management, and oversight of regional operations;
- Financial management and accountability;
- Reporting and compliance requirements;
- Supervision, review, and termination procedures.

These Regulations are adopted pursuant to Article [X] of the IAPUC Bylaws and shall be read in conjunction with the relevant financial, ethical, and operational policies.

Part I: General Provisions

Article 1: Purpose and Scope

1.1 These Regulations establish the framework for the establishment, governance, management, and oversight of IAPUC Regional Offices and International Representatives.

1.2 These Regulations apply to:

- All IAPUC Regional Offices (including branch offices, liaison offices, and similar entities);
- All IAPUC International Representatives (including Regional Directors, Country Representatives, Liaison Officers, and similar roles);
- All staff and personnel working in or for Regional Offices;
- All activities conducted under the authority of Regional Offices or International Representatives.

1.3 These Regulations do not apply to:

- The IAPUC Secretariat (which is governed by separate regulations and the Staff Handbook);
- Accredited member institutions (which are governed by membership and accreditation policies);
- Temporary project offices established for specific time- limited initiatives, which shall be governed by separate project agreements.

Article 2: Definitions

For the purposes of these Regulations:

2.1 **“Regional Office”** means a physical or virtual office established by IAPUC in a specific geographic region to carry out the Association's activities and provide services to members and stakeholders.

2.2 **“International Representative”** means an individual appointed by IAPUC to represent the Association in a specific country or region, with defined responsibilities and authority.

2.3 **“Regional Director”** means the senior officer responsible for the management and operations of a Regional Office.

2.4 **“Host Country”** means the country in which a Regional Office is located or in which an International Representative is based.

2.5 **“Liaison Office”** means a smaller IAPUC presence established primarily for representation, communication, and liaison functions, with limited operational activities.

2.6 **“Regional Advisory Council”** means a body established by a Regional Office to provide advice and guidance on regional priorities and stakeholder engagement.

Article 3: Guiding Principles

3.1 **Alignment:** Regional Offices and Representatives shall act in accordance with IAPUC's mission, strategic objectives, and governance framework.

3.2 **Legal Compliance:** All activities shall comply with the laws and regulations of the

Host Country and of the United States (as the country of IAPUC's incorporation).

3.3 Financial Accountability: Regional Offices shall operate within approved budgets and shall be subject to financial oversight and audit.

3.4 Consistency: Regional operations shall be consistent with IAPUC's policies, standards, and practices.

3.5 Transparency: Operations shall be conducted with transparency, and stakeholders shall be informed of the activities and decisions affecting them.

3.6 Cultural Sensitivity: Regional Representatives shall respect local cultures, traditions, and practices while upholding IAPUC's core values.

Article 4: Relationship to Other IAPUC Policies

4.1 These Regulations shall be interpreted in harmony with:

- The IAPUC Bylaws (IAPUC/GOV/2025-001);
- The *IAPUC Board of Directors and Standing Committees Rules of Procedure* (IAPUC/GOV/2025-002);
- The *IAPUC Strategic Development Plan 2026–2031* (IAPUC/GOV/2025-003);
- The *Internal Financial Regulations for IQA Certification* (IAPUC/FIN/2025-001);
- The *Financial Audit and Internal Control Policy* (IAPUC/FIN/AUD/2025-001);
- The *Code of Conduct and Conflict of Interest Policy for Board Members* (IAPUC/GOV/ETH/2025-001);
- The *Whistleblower Protection Policy* (IAPUC/ETH/WBP/2025-001).

4.2 In the event of any inconsistency, the Bylaws shall prevail.

Article 5: Authority

5.1 The Board of Directors has the ultimate authority to approve the establishment, modification, and closure of Regional Offices.

5.2 The Board of Directors (or the Accreditation Decision Committee, where relevant) shall approve the appointment of Regional Directors and key International Representatives.

5.3 The Secretariat shall be responsible for the day- to- day management and oversight of Regional Offices and Representatives, reporting to the Board.

Part II: Types of Offices and Representatives

Article 6: Categories

6.1 IAPUC may establish the following types of presence in a region:

Type	Description	Purpose	Approval Authority
Full Regional Office	A physical office with dedicated staff, providing a full range of IAPUC services (membership, accreditation, training, events)	To serve as a major hub for IAPUC activities in a large region	Board of Directors
Liaison Office	A smaller physical or virtual office, focused on representation, communication, and member support	To maintain presence and facilitate engagement in priority countries	Secretariat (with Board notification)
International Representative	An individual appointed to represent IAPUC in a country or region, without a physical office	To provide local contact, promote IAPUC, and support members	Board of Directors
Honorary Representative	An individual who serves in a voluntary capacity, promoting IAPUC without remuneration	To extend IAPUC's reach and visibility	Secretariat (with Board notification)

6.2 The Board may, on the recommendation of the Secretariat, establish additional categories as needed.

Part III: Establishment and Approval

Article 7: Criteria for Establishment

7.1 A Regional Office or Representative shall be established only where there is:

(a) **Strategic Justification:** Clear alignment with IAPUC's strategic priorities and regional development plans;

- (b) **Member Demand:** Sufficient existing or potential membership in the region to justify a presence;
- (c) **Operational Feasibility:** Availability of suitable premises, staff, and resources to ensure effective operations;
- (d) **Legal and Regulatory Feasibility:** Ability to operate in compliance with Host Country laws and regulations;
- (e) **Financial Viability:** A sustainable funding model, with a clear budget and resource plan.

Article 8: Establishment Procedure

8.1 The establishment of a Regional Office or International Representative shall follow the procedure below:

Step	Activity	Responsible Party	Timeline
1	Feasibility study and proposal	Secretariat	As required
2	Review by Board (or relevant committee)	Board/Committee	Within 30 days of proposal
3	Approval by Board of Directors	Board	At next Board meeting
4	Legal registration and compliance	Secretariat	Within 90 days of approval
5	Recruitment and appointment	Secretariat	Within 120 days of approval
6	Operational launch	Secretariat	Within 180 days of approval

8.2 The proposal shall include:

- A justification for the establishment (strategic, operational, financial);
- An assessment of the regional context and opportunities;
- A proposed budget and resource plan;
- A proposed governance and management structure;
- A draft terms of reference for the office or representative.

Article 9: Application for Establishment (Annex A)

9.1 The Secretariat shall prepare an application for the establishment of a Regional Office (using the form in Annex A), which shall be submitted to the Board for approval.

9.2 The application shall include:

- The proposed location and name of the office;
- The scope of activities and services to be provided;
- The proposed staffing structure;
- The budget and funding sources;
- A timeline for implementation;
- A risk assessment.

Part IV: Governance and Management

Article 10: Governance Structure

10.1 Each Regional Office shall have a governance structure that includes:

- **Regional Director:** Appointed by the Board, responsible for the overall management of the office;
- **Regional Advisory Council** (optional): Composed of representatives of member institutions and stakeholders, to provide advice and guidance;
- **Regional Office Staff:** Appointed by the Secretariat in consultation with the Regional Director.

10.2 For International Representatives, the governance structure is simpler:

- The Representative reports to the Secretariat;
- The Representative may have a small support team (if approved).

Article 11: Appointment and Terms of Service

11.1 **Regional Director:**

- Appointed by the Board, on the recommendation of the Secretariat;
- Term of appointment: **three (3) years**, renewable;
- Shall have relevant experience in higher education, quality assurance, or international relations;
- Shall be subject to a performance evaluation annually.

11.2 **International Representative:**

- Appointed by the Board (or by the Secretariat, with Board notification);

- Term of appointment: **two (2) years**, renewable;
- Shall be a person of standing in the higher education community in the region;
- May be remunerated or serve on a voluntary basis, as determined by the Board.

Article 12: Roles and Responsibilities

12.1 Regional Director:

- Represent IAPUC in the region;
- Manage the operations of the Regional Office;
- Implement IAPUC's strategies and programmes in the region;
- Develop and maintain relationships with members, governments, and partners;
- Support membership recruitment and retention;
- Facilitate accreditation and quality assurance activities;
- Prepare and manage the regional budget;
- Report to the Secretariat and the Board.

12.2 International Representative:

- Act as a point of contact for IAPUC in the country/region;
- Promote IAPUC membership and accreditation;
- Facilitate communication between IAPUC and local stakeholders;
- Support the organisation of events and activities;
- Provide local intelligence and advice to the Secretariat;
- Report regularly to the Secretariat.

Article 13: Code of Conduct

13.1 All Regional Office staff and International Representatives shall adhere to the *Code of Conduct and Conflict of Interest Policy for Board Members* (IAPUC/GOV/ETH/2025-001) and the specific Code of Conduct for Regional Offices (Annex D).

13.2 In addition, they shall:

- Act with integrity and professionalism;
- Avoid conflicts of interest;
- Respect local laws and customs;
- Not make commitments or incur liabilities on behalf of IAPUC beyond their delegated authority;
- Protect confidential information.

Article 14: Staffing and Personnel

14.1 Regional Office staff shall be recruited in accordance with IAPUC's human resources policies and applicable Host Country employment laws.

14.2 Staff contracts, remuneration, and benefits shall be approved by the Secretariat in accordance with IAPUC's policies.

14.3 Staff performance shall be evaluated annually by the Regional Director, with oversight by the Secretariat.

Part V: Financial Management

Article 15: Budgeting and Funding

15.1 Each Regional Office shall operate within an annual budget approved by the Board as part of IAPUC's overall budget process.

15.2 The budget shall include:

- Projected revenues (membership fees, service fees, grants, etc.);
- Projected expenditures (staff costs, office expenses, travel, programme costs, etc.);
- A contingency fund (minimum 5% of the budget);
- A detailed justification for each major expenditure item.

15.3 The Secretariat may allocate funding to Regional Offices from IAPUC's central budget, subject to Board approval.

15.4 Regional Offices may generate their own revenue through:

- Membership fees collected locally;
- Fees for services (training, events, etc.);
- Grants and donations;
- Other sources approved by the Board.

15.5 Revenue generated by Regional Offices shall be remitted to IAPUC's central accounts and shall be subject to the *Internal Financial Regulations*.

Article 16: Financial Authority and Approval

16.1 The Regional Director shall have delegated financial authority, as specified in the delegation of authority matrix approved by the Board.

16.2 The following limits shall apply:

Category	Approval Authority	Limit (USD)
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Routine operational expenses	Regional Director	Up to 5,000
Moderate expenses	Regional Director with Secretariat concurrence	5,001 – 25,000
Major expenses	Regional Director with Board approval	>25,000

16.3 All expenditures shall be supported by appropriate documentation (invoices, receipts, contracts) and shall be properly recorded in the accounting system.

Article 17: Accounting and Financial Reporting

17.1 Regional Offices shall maintain accurate and complete financial records in accordance with IAPUC's accounting policies.

17.2 The following financial reports shall be submitted:

- **Monthly:** Summary of revenues and expenditures, with variances from budget;
- **Quarterly:** Detailed financial report, including cash flow and balance sheet;
- **Annual:** Full annual financial statements, subject to review by the Secretariat and the external auditor.

17.3 Regional Offices shall be subject to the *Financial Audit and Internal Control Policy* (IAPUC/FIN/AUD/2025-001), including periodic internal and external audits.

Article 18: Banking and Funds Management

18.1 Regional Offices shall maintain bank accounts in the name of IAPUC (or in the name of the Regional Office, as approved), with signatory authority designated by the Secretariat.

18.2 All bank accounts shall be subject to the following controls:

- At least **two (2) authorised signatories** for each account;
- No single person shall have sole control over account operations;
- Signatories shall not include the person responsible for accounting;
- Bank reconciliations shall be performed monthly by a person independent of the transaction processing.

Part VI: Reporting and Compliance

Article 19: Operational Reporting

19.1 Regional Offices shall submit the following reports:

- **Monthly Operations Report:** Summary of activities, meetings, events, and member engagement;
- **Quarterly Report:** Detailed report on progress against objectives, challenges, and plans;
- **Annual Report:** Comprehensive report on all activities, outcomes, and financial performance, using the template in Annex B.

19.2 International Representatives shall submit:

- **Quarterly Report:** Summary of activities, meetings, and opportunities;
- **Annual Report:** Comprehensive report on activities and achievements.

Article 20: Compliance with Host Country Laws

20.1 Regional Offices shall comply with all applicable laws and regulations of the Host Country, including:

- Registration and licensing requirements;
- Tax laws and reporting obligations;
- Employment laws;
- Data protection and privacy laws;
- Anti- corruption and anti- bribery laws.

20.2 The Secretariat shall provide guidance and support to Regional Offices to ensure compliance.

Article 21: Conflict of Interest and Ethical Compliance

21.1 Regional Office staff and International Representatives shall:

- Disclose any actual or potential conflicts of interest to the Secretariat;
- Not engage in any activity that could compromise their independence or impartiality;
- Not accept gifts, hospitality, or favours that could influence their decisions.

21.2 The *Whistleblower Protection Policy* (IAPUC/ETH/WBP/2025-001) applies to Regional Offices, and reports of misconduct may be made through the designated channels.

Article 22: Branding and Communication

22.1 Regional Offices shall use IAPUC's branding and visual identity in accordance with the *IQA Certification Brand Management Guidelines*.

22.2 All communications, publications, and materials produced by Regional Offices

shall be consistent with IAPUC's brand and messaging.

22.3 Public statements on behalf of IAPUC shall be coordinated with the Secretariat and, where appropriate, the Board.

Part VII: Supervision, Review and Termination

Article 23: Supervision

23.1 The Secretariat shall supervise the performance and compliance of Regional Offices and Representatives through:

- Regular communication and meetings;
- Review of reports and financial statements;
- Periodic site visits;
- Annual performance evaluations.

23.2 The Board may, at its discretion, appoint a review team to conduct an independent assessment of any Regional Office or Representative.

Article 24: Periodic Review

24.1 Each Regional Office shall be subject to a comprehensive review every **three (3) years** to assess:

- Achievement of objectives and strategic alignment;
- Financial performance and sustainability;
- Operational effectiveness and efficiency;
- Compliance with policies and regulations;
- Stakeholder satisfaction and impact.

24.2 International Representatives shall be subject to review every **two (2) years**.

Article 25: Suspension

25.1 The Secretariat may suspend the operations of a Regional Office or the appointment of an International Representative where:

- There is a serious breach of policy or law;
- There is a threat to the reputation of IAPUC;
- There is a significant financial irregularity;
- There is a failure to meet performance standards.

25.2 Suspension shall be for a period not exceeding **ninety (90) days**, during which a review shall be conducted and a recommendation submitted to the Board.

Article 26: Termination

26.1 The Board may terminate the operation of a Regional Office or the appointment of an International Representative where:

- The strategic justification no longer exists;
- The office is not meeting its objectives;
- There are persistent compliance failures;
- There are serious financial or reputational risks.

26.2 The decision to terminate shall be taken by the Board, on the recommendation of the Secretariat.

26.3 Termination shall be handled in an orderly manner, with:

- Notification of affected staff and stakeholders;
- Settlement of financial obligations;
- Transfer or closure of assets and records;
- Compliance with Host Country legal requirements.

Article 27: Transition and Closure

27.1 Upon termination, the Secretariat shall prepare a transition plan, including:

- The disposal or transfer of assets;
- The settlement of liabilities;
- The transfer of records to the Secretariat;
- The communication of the closure to members and stakeholders.

27.2 The closure shall be completed within **six (6) months** of the Board's decision, unless the Board determines otherwise.

Part VIII: Transitional and Supplementary Provisions

Article 28: Transitional Provisions

28.1 These Regulations shall take effect on **2 May 2025**.

28.2 Existing Regional Offices and Representatives shall be reviewed and aligned with these Regulations within **twelve (12) months** of the effective date.

28.3 The Board may grant exemptions or extensions for specific offices where compliance would be unreasonably burdensome.

Article 29: Review and Amendment

29.1 These Regulations shall be reviewed by the Board at least once every **five (5) years** or earlier as necessary.

29.2 Amendments may be proposed by the Board, the Secretariat, or the relevant Regional Directors.

29.3 Amendments shall be adopted by a two-thirds majority of the Board.

Article 30: Interpretation

30.1 The Secretariat shall be responsible for the interpretation of these Regulations and for providing guidance on their application.

30.2 In the event of any ambiguity or dispute, the Board shall have the final authority to interpret these Regulations.

Annex A: Regional Office Establishment Application Form

IAPUC REGIONAL OFFICE ESTABLISHMENT APPLICATION

Proposed Office Name: _____

Proposed Location: _____

Date of Application: _____

Prepared by: _____

Section 1: Strategic Justification

- How does this office align with IAPUC's Strategic Development Plan?

- What are the specific objectives of the office?

- What is the demand or opportunity in the region?

Section 2: Operational Plan

- Scope of activities to be undertaken:

- Proposed staffing structure:

Position	Role	Full- time/Part- time

- Proposed premises and facilities:

Section 3: Financial Plan

- Estimated annual budget:

Category	Estimated Amount (USD)
Staff Costs	
Office Costs	
Travel	
Programme Costs	
Contingency (5%)	
Total	

- Proposed funding sources:

Section 4: Legal and Compliance

- Host Country legal requirements:

- Proposed timeline for registration:

Section 5: Risk Assessment

Risk	Likelihood	Impact	Mitigation

--	--	--	--

Approval Signatures:

Secretariat: _____ **Date:** _____

Board: _____ **Date:** _____

Annex B: Regional Office Annual Report Template

IAPUC REGIONAL OFFICE ANNUAL REPORT

Office: _____

Reporting Period: _____ to

Prepared by: _____

Date: _____

1. Executive Summary

Provide a concise summary of the key achievements, challenges, and priorities.

2. Activities and Outcomes

Activity	Description	Outcomes	Key Metrics

3. Member Engagement

- Number of members at the beginning of the year: _____

- Number of members at the end of the year: _____

- New members recruited: _____

- Member satisfaction summary:

4. Financial Report

- Total budget: _____

- Actual income: _____

- Actual expenditure: _____
 - Variance: _____
 - Explanation of variances: _____
-

5. Compliance

- Compliance with Host Country regulations: _____
-

- Internal audits conducted: _____
-

- Policy compliance: _____
-

6. Challenges and Lessons Learned

7. Priorities for Next Year

8. Recommendations

Submitted by: _____ Date: _____

Reviewed by: _____ Date: _____

Annex C: Representative Appointment Letter Template

[IAPUC LETTERHEAD]

Date: _____

To: [Name]

Subject: Appointment as International Representative of IAPUC

Dear [Name],

On behalf of the International Association of Private Universities and Colleges (IAPUC), I am pleased to inform you that, following the approval of the Board of Directors, you have been appointed as **International Representative of IAPUC for [Country/Region]**.

Term: Your appointment shall be for a term of **two (2) years**, effective [Date], and

may be renewed subject to satisfactory performance and Board approval.

Responsibilities: Your responsibilities shall include:

- Acting as the primary point of contact for IAPUC in [Country/Region];
- Promoting IAPUC membership and accreditation services;
- Facilitating communication between IAPUC and local stakeholders;
- Supporting the organisation of events and activities;
- Providing regular reports to the Secretariat.

Authority: You are authorised to:

- Represent IAPUC in meetings and events, consistent with IAPUC's mission and policies;
- Provide information about IAPUC to potential members and partners;
- [Other specific authorities].

You are not authorised to:

- Enter into contracts or commitments on behalf of IAPUC without prior approval;
- Incur financial liabilities on behalf of IAPUC without authorisation.

Reporting: You shall report to the [Secretariat/Regional Director] and shall submit quarterly and annual reports.

Code of Conduct: You shall adhere to the *Code of Conduct and Conflict of Interest Policy for Board Members* and the specific Code of Conduct for Representatives.

Remuneration: [Details of remuneration, if any].

We are confident that your expertise and experience will contribute significantly to IAPUC's mission in the region. Please sign and return the attached acceptance form to confirm your agreement.

Yours sincerely,

Secretary- General

IAPUC

I ACCEPT THE APPOINTMENT AS INTERNATIONAL REPRESENTATIVE:

Signature: _____ **Date:** _____

Name: _____

Annex D: Regional Office Code of Conduct

IAPUC REGIONAL OFFICE CODE OF CONDUCT

1. Introduction

This Code of Conduct applies to all personnel of IAPUC Regional Offices and to International Representatives.

2. Core Principles

- **Integrity:** Act honestly, transparently, and ethically.
- **Professionalism:** Maintain high standards of competence and conduct.
- **Respect:** Treat all individuals with dignity and respect.
- **Accountability:** Take responsibility for actions and decisions.
- **Loyalty:** Act in the best interests of IAPUC.

3. Specific Obligations

- Comply with all IAPUC policies and Host Country laws.
- Avoid conflicts of interest; disclose any potential conflicts.
- Maintain confidentiality of IAPUC and member information.
- Do not accept gifts, hospitality, or favours that could influence decisions.
- Do not engage in any activity that could bring IAPUC into disrepute.
- Use IAPUC resources only for authorised purposes.
- Report any suspected misconduct through the Whistleblower Protection channels.

4. Consequences of Breach

Breach of this Code may result in disciplinary action, including:

- Written warning;
- Suspension;
- Termination of appointment;
- Legal action where appropriate.

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