New Roles, New Relationships
QAA Membership Services in England

A new partnership with QAA, helping you to achieve the highest quality academic experience for your students
QAA is changing. We are taking on new roles and establishing new relationships with the higher education sector in England. At the heart of this change will be a strengthened partnership with UK higher education.

We are pleased to share with you, our new membership offer for higher education providers in England, reflecting this new relationship. This membership offer reflects what you have told us you value and want from QAA.

We are now seeking feedback from our current subscribers in England on how this meets your expectations and requirements.

Working with you and for you, as the UK’s independent quality body for higher education, QAA will develop and maintain enduring partnerships that strengthen the knowledge and expertise within the sector to:

- maintain and enhance UK higher education’s global reputation for excellence
- assure the standards and quality that are at the heart of UK higher education’s reputation
- enhance the academic experience of your students wherever they are in the world.

As a provider of higher education in the UK, QAA membership supports you to continuously improve quality and standards through access to expertise, insight and valued resources.
QAA in England - new roles, new relationships

**Regulatory**
A new role for QAA as Designated Quality Body (DQB) within the new regulatory framework
- Quality and Standards Review (QSR) for new applicants
- QSR for monitoring and intervention
- QSR for random sampling
- Degree awarding powers assessment
- Other advice to the Office for Students

The Higher Education and Research Act (HERA) provides for the DQB to charge fees to registered providers in order to carry out its assessment functions

**Membership**
Promoting the quality of UK HE
Protecting the global reputation of UK HE
- **Core Membership**
- **Enhancement Services**
  - International Insights
  - Quality Insights
- **UK TNE quality assurance**

Members can purchase as core membership plus two optional enhancement services and a UK TNE quality assurance option

**Commercial/Professional Services**
A new range of services that enable you to develop and enhance your quality systems and people
- Bespoke and voluntary reviews
- Events/conferences
- Training
- Strategic development
- Reports and analytics

Purchased by you as and when you need them

**How has this changed?**
Previously QAA delivered a range of regulatory and enhancement activities paid for through a mix of subscriptions and HEFCE/Office for Students direct funding. From 2019 this will cease.

**What does this mean for you?**
- New relationships
- Opportunities to work with QAA in different ways
- Greater collaboration and partnership
- Improved services tailored to your needs
- Working together for the benefit of all UK higher education students

*Please note that this service is currently subject to sector agreement.*
We have been listening to you

Through our programme of engagement, annual provider surveys and focus groups, we have listened to what you have told us you would want from membership services.

**You told us that QAA’s priorities for our members should be:**

- supporting institutions in their mission to assure standards and achieve the highest quality academic experience for students
- maintaining a shared responsibility for quality and standards
- maintaining international leadership in quality assurance and enhancement
- developing and sharing solutions to UK HE quality-related challenges
- promoting collaboration and partnership across UK HE to facilitate access to quality expertise, knowledge and insight.

**You said that you value and would like us to continue to engage with and support you in:**

- the effective application of the UK Quality Code for Higher Education
- engaging students as partners in the quality of their academic experience
- maintaining and enhancing UK HE’s global reputation through the work we do internationally, to facilitate understanding and partnerships that support the development of UK transnational education (TNE) and the recruitment of international students.

**You value the work we do across the UK and would like continued access to:**

- sector-wide expertise and advice on quality issues
- support to tackle sector challenges such as contract cheating and protecting academic integrity.

**You also told us that you:**

- need us to take a lead in the development of guidance and sharing of effective practice as the sector develops new approaches to quality assurance and enhancement, such as data-led quality assurance
- appreciate access to good quality case studies and guidance documents
- like to be able to share practice with colleagues via a range of networking events, conferences and webinars.

Overall, you clearly told us that you would value membership that is flexible, offers choice and reflects the needs of different institution types and missions. You would like us to consider how our services complement existing networks and other agencies.
Building on your feedback, our membership services offer has built-in choice to reflect the
different needs of different institutions. As a member you can choose a core membership offer
and add two optional enhancement services and a UK TNE quality assurance option.
You have told us that core membership includes the essential elements that all UK HE providers
need to deliver high-quality outcomes for their students and ensure that UK HE maintains its
reputation for high quality. The enhancement services offer a range of activities that enable you
to access expertise and advice that will ensure you maintain and improve your quality assurance
skills knowledge and practice.
Collaborating with you to address sector-wide challenges

Working in partnership with the UK higher education sector, we will respond to emerging issues to support you in delivering the highest quality experience for your students. You will benefit from:

- QAA guidance documents that provide solutions to challenges and opportunities for innovation, such as enterprise and entrepreneurship
- our work on academic integrity, responding to threats such as essay mills
- our work with partners, such as the Institute for Apprenticeships, to shape good practice and the development of quality assurance of degree apprenticeships
- research to provide new insight on subjects chosen by our members, such as our recent work on how student opinion can be used as an indicator of quality.

Maintaining a shared responsibility for quality and standards

Giving you the tools to deliver the highest academic quality through access to current and relevant standards and frameworks. This will include:

- collaborating with you and industry experts to revise the Subject Benchmark Statements and mapping them to the new Quality Code, ensuring your programmes maintain currency and relevance
- reviewing and updating the Quality Code Advice and Guidance
- maintaining the frameworks for higher education qualifications and their alignment with international frameworks, such as working with partners to ensure continued compatibility and referencing with European qualifications frameworks as part of the Bologna Process.

Leveraging international partnerships and engagement

Advancing UK higher education’s international leadership and voice in global quality assurance and enhancement, and reducing the regulatory burden of delivering TNE. You will benefit from:

- development and maintenance of relationships/partnerships with governments and agencies outside of the UK, extending understanding of the quality of UK HE, increasing cooperation and mutual recognition
- country reports on emerging themes, and the latest developments to support your international partnership and TNE work
- shaping the development of pan-European approaches to quality assurance through strong links within the European Higher Education Area

More extensive provision of expert guidance in international activities will be available through the International Insights component of our Enhancement Services.

Providing expert advice on quality issues

Ensuring policy on UK higher education quality reflects your needs through strong relationships with, and advice given to, UK governments and sector partners. You will benefit from:

- an expert voice on quality and standards
- advising and expressing views on quality-related issues to government
- our work in facilitating students to engage in quality matters.
What does it mean for you?

As a core member your voice will shape our future services. Together we will:

- collaborate to address sector-wide challenges, including contract cheating
- jointly maintain the tools to deliver the highest academic quality, including current and relevant standards and frameworks, such as the Quality Code and revised Subject Benchmark Statements
- advance UK higher education’s international leadership in quality assurance and enhancement through our strategic work with agencies across the world
- provide an expert and independent voice on quality and standards.

Through your liaison contact you will be kept updated on the core membership activities that QAA undertakes on your behalf and the benefit these bring to the UK higher education sector. You will be able to discuss these and share your feedback with QAA, ensuring we continue to understand your needs and meet your expectations.

Collectively, members will be able to shape future membership services through our new Membership Advisory Group, which will consider and guide future developments.

A dedicated membership portal enables you to easily access exclusive core membership resources such as sector guidance documents, Subject Benchmark Statements, characteristics statements and international country reports.

You will have opportunities to learn about innovative practices and new thinking through regional network events, that bring UK higher education quality professionals together to share innovative approaches, develop knowledge and benefit from the expert guidance of QAA’s team.

You will be able to demonstrate your membership and your commitment to the enhancement of the quality of UK higher education through the use of the QAA membership mark.

You will benefit from the work QAA delivers to promote and develop the Access to HE Diploma which brings over 23,950 students into UK higher education each year, many from underrepresented groups. For example, our engagement with the Armed Forces and the Prison Service should extend the reach of this qualification.

Discounted rates for members

You will receive preferential rates for non-member QAA events and services. These will include:

- QAA Annual Conference
- Student engagement events
- Data Matters Conference
- Quality assurance design
- Strategic development planning
- Quality assurance training and development
Enhancement Services

Quality Insights

Enriching your knowledge, supporting you in delivering the highest quality academic experience for your students. There will be tailored programmes, each offering a range of resources for:

- large/medium institutions
- small specialist providers
- providers of HE in FE

You will be able to access a wide range of exclusive online resources: additional guidance documents, case studies presentations and Quality Insights updates.

You will be able to explore quality issues and solutions through enhancement programmes and networks, increasing your knowledge and understanding about assuring and enhancing quality, including Quality Spotlights – examples of innovation and new ways of working.

You will have access to QAA and wider sector experts through regular webinars tailored to your institution’s context.

You will have the opportunity to attend the annual Quality Insights Conference; gaining additional knowledge, insight and practical guidance on good practice on key topics and themes in quality assurance and enhancement across the UK.

International Insights

Developing your knowledge, providing advice and support to help you explore issues on quality assuring and enhancing TNE delivery; understand UK and international expectations; and succeed in your international work and partnerships.

Expert guidance will enable you to improve practice and knowledge through regular updates and guidance resulting from QAA’s work with international quality agencies and other partners across the globe including the regular International Insights update.

You will be able to participate in the International Insights webinar programme, engaging with QAA’s experts and our international partners, to keep abreast of developments in the countries you work with to deliver TNE and recruit international students.

You will access additional exclusive online resources including good practice case studies and an online discussion forum.

You will have unique access to QAA’s international experts to provide individual guidance on your international partnership questions.

Renewed approach for UK TNE quality assurance

A proposed new approach to the quality assurance of transnational education (TNE) will also be available exclusively to members, providing the assurance sought by your international partners. Members with TNE students will benefit from in–country TNE quality assurance activities and a TNE assurance mark will provide recognition. (Please note this work is subject to consideration by a joint UUK/GuildHE/QAA working group, chaired by Professor Alistair Fitt, Vice–Chancellor of Oxford Brookes University. More details will be provided once this has concluded.)
**What might it cost?**

### Core Membership
Core membership will be priced on a banded model based on the number of students.

(This will be the latest UK student numbers (headcount) as published by HESA or the HEIFES survey, as appropriate.)

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<thead>
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<th>Number of students</th>
<th>Price</th>
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<tbody>
<tr>
<td>0 to 1,000</td>
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</tr>
<tr>
<td>1,001 to 4,000</td>
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<tr>
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<tr>
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<td>£14,850</td>
</tr>
<tr>
<td>More than 20,000</td>
<td>£19,250</td>
</tr>
</tbody>
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### Quality Insights
- £1,950 for participating institutions with less than 1,000 students
- £2,700 for participating institutions with more than 1,000 students

### International Insights
- £3,200 for all participating institutions

### Renewed approach for UK TNE quality assurance
The TNE quality assurance option has yet to be finalised, we anticipate this will be in the range of £2,000 to £5,000 per participating institution.

### Where will the money go?

- **39%** Expertise, policy and guidance
- **34%** Infrastructure costs
- **15%** Relationship management
- **12%** Event management
### Delivery costs

**What does it include?**

**Expertise, policy and guidance**

- Salary costs £572k
- Non-staff costs £142k

Salary costs (including National Insurance and Pension) of the expert staff needed to deliver the key components of the membership services. These include:

- Maintenance of sector standards and frameworks, including Quality Code Advice and Guidance, and Subject Benchmark Statements
- Engagement with international quality assurance agencies, ministries and governments
- Research to provide new insights
- Development, publication and dissemination of guidance documents, country reports, case studies and other advice to members
- Advising and expressing views on quality-related issues to government
- Expert input into Quality Insights and International Insights programmes such as webinars and discussion

Related non-staff costs including commissioned research, staff travel and subsistence.

**Relationship management**

- Salary costs £196k
- Non-staff costs £76k

Salary costs of the expert staff who will engage with members to keep them informed, respond to questions and ensure that our members’ voice is clearly heard and influences the development of member services and QAA’s wider engagement with UK government and international partners. Activities include:

- Institutional liaison, updates and responding to members’ questions
- Management of the Member Advisory Group
- Administering member surveys, gathering feedback and analysis
- Internal liaison ensuring services meet members’ needs

Related non-staff costs covering travel and subsistence.

**Event management**

- Salary costs £122k
- Non-staff costs £102k

Salary costs of event management staff. Venue hire, travel and subsistence relating to membership services events. These include:

- Regional networks
- Quality Insights Conference
- Webinars

### Support costs

**What does it include?**

**Infrastructure**

- Total estimated annual cost £615k

Comprising:
- IT £102k
- HR £88k
- Facilities £184k
- Finance £20k
- Governance £38k
- Executive £64k
- Corporate publications and website £24k
- Depreciation £95k

Proportionate share of the overhead costs that directly relate to the delivery of membership services. This covers:

- IT costs: including provision and maintenance of hardware, software including dedicated membership portal
- Website, telecommunications, printing
- HR costs: including recruitment, training
- Facilities costs: including rent, rates, fixtures and fittings, maintenance, including cleaning, utilities
- Finance costs: including invoicing, debt collection, supplier payments, reporting, payroll, treasury management
- Governance costs: including internal and external audit, legal costs, committee and Board costs, oversight of HE policy
- Senior executive oversight costs
- Corporate publications: including annual reports and accounts, website updates
- Depreciation

Costs are indicative depending on membership uptake.
QAA is uniquely placed to help you achieve the highest quality academic experience for your students

QAA will draw on 20 years’ experience as the UK’s independent quality assurance agency, while transforming membership into a flexible and agile service, relentlessly focused on your needs.

Our team of quality, standards, international and data experts will work with you to maintain UK HE’s reputation for excellence and support you in delivering the highest quality academic experience for your students.

We will work proactively with you and for you, to achieve our common vision - world-leading, independently-assured higher education. We will continue to provide a UK-wide perspective and cohesion, and maintain our understanding of sector and institutional challenges and goals, delivering practical solutions that enable you to stay ahead of the game.

Providers, regulators and funders, governments and students continue to look to QAA to undertake the core set of UK-wide activity included in your membership. QAA is the only organisation equipped to perform this role. It has been our role to date and we have the depth and breadth of expertise, working in each nation of the UK and on a UK-wide basis.

QAA is internationally recognised and respected, and therefore uniquely placed to promote the quality of UK higher education and, working with you, protect its global reputation.

We have strong partnerships with quality agencies internationally and are recognised through external reviews of our work, our membership of the European Association for Quality Assurance in Higher Education (ENQA) and place on the European Quality Assurance Register in Higher Education (EQAR).

QAA will continue to seek to champion the student interest and to support student partnership as a valuable part of the higher education landscape in the UK. When you become a member, all the linked membership resources are accessible to all students at institution, as well as your staff.
Next steps

Attend a webinar
If you would like to learn more about our membership proposals, join us online at one of our membership services webinars scheduled during April and May. You can sign up via our website: www.qaa.ac.uk/news-events/events/qaa-membership-services-in-england-webinars

Complete our survey
We are keen to hear your views, which you can share with us by completing our online survey: https://qaa5.onlinesurveys.ac.uk/membership-offer

We are particularly interested to understand:

- Do you feel we have the right activities and services included in each part of the membership offer – Core Membership, Quality Insights and International Insights?
- Does the model offer the services and choice that you need from QAA?
- Does the model represent value for money for you?

We will assess all feedback received by Friday 17 May and use this to inform the final membership offer which we hope to publish in June 2019.

Further information
To find out more about QAA’s proposed membership offer, you can arrange a meeting with your dedicated liaison contact or contact our enquiries team:

- **phone:** 01452 557050
- **email:** enquiries@qaa.ac.uk
- **website:** www.qaa.ac.uk/membership