



International Academy for Quality

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**CONTACT**

Newsletter of the IAQ

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Contact Newsletter is the official publication of record for the International Academy for Quality and is published annually. For questions or to provide input of news or articles, please send all correspondence to the office of the IAQ:

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### **In Memory: Merv Bert**

**Academician Lou Magritzer**

Reginald Mervyn (Merv) Burt (10 April 1923 - 31 December 2007) lived most of his life in Sydney, Australia, but spent his childhood years in Papua New Guinea. It has been my great honor to have had Merv as my Quality mentor for over 40 years. He was a highly influential role model and he inspired me to pursue a career in quality. I remember Merv as a perfectionist with regard to English language skills and I was fortunate for Merv's proof reading service to help upgrade my printed material. I offer him the highest praise for "walking the talk" throughout the time I knew him as being a consistently outstanding quality man, family man, and personal friend.



*Academician Reginald Mervyn ("Merv") Burt  
(1923-2007)*

Merv's professional life achievements include:

- Chief engineer and quality manager for Ducon-Plessey, Australia, for twenty years, (1954-1974).
- First Australian to become an American Society for Quality (ASQ) Certified Quality Engineer (1966) and a Certified Reliability Engineer (1972).
- The first Australian elected as an ASQ Fellow.
- In 1968, he was a Founder of the Australian Organization for Quality (AOQ), and later he served as the Chairman of AOQ-New South Wales (1969-1973) and then as AOQ National President in (1974-75).
- In 1974 he was appointed Group Manager of Quality Assurance & Certification for Standards Australia where he was implemented standards and certification programs like the 1984 Supplier Agreement Scheme (SAS) which, along with the Standards Marks Scheme (SMS), and AS1821/23, were Australian precursors to the ISO9000 Quality Management System.
- Merv was also active globally, building crucial business, academic and quality links in Europe, North America, New Zealand and across the Asian region in Japan, Korea, Malaysia, Singapore and Hong Kong.

- In 1976 was elected as an Academician and he later nominated several Australian quality professionals to the Academy (including myself).
- In 1977 he received the J.M. Juran Medal from AOQ, for his involvement in education and training activities within Australia and for his influence on the quality profession throughout the region.
- In 1984 Merv received the Advance Australia Award to recognize his quality contributions to Australian Industry.
- In 1993 Merv was named to Who's Who of Quality in the world.
- At the AOQ Annual Conference in 2000, he co-founded the College of Juran Medalists (CJM) as a means to help unite the efforts of Australia's quality leaders.
- In addition to his honors science degree, he was a chartered professional engineer and chartered electronics engineer, Fellow of the Institute of Engineers, Fellow of ASQ, and Fellow of the Radio and Electronic Engineers of Australia.

Mervin, on behalf of all your quality friends worldwide, thanks for all you accomplished in your life, and for the wonderful role model that you were to all of us, from the bottom of my heart. Your life has made a significant difference to so many of us!

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### **In Memory: Søren Bisgaard** Academician Ronald Does with Jeroen de Mast

Søren Bisgaard was an "exceptional" man in the true sense of the word. He began his career on the shop floor in his native Denmark as an apprentice machinist and toolmaker. From this firsthand perspective of industrial work he developed into a production engineer, statistician, and operations management specialist with a reputation for profound knowledge, purposeful insights, academic excellence, and a strong passion for quality in applying statistics to problems – most recently to healthcare and technology. Søren taught by both word and deed. His life is an inspiring example for those who wish to understand and pursue excellence.

Søren was born on 17 June 1951 in Umanak, Greenland and remained a Danish citizen throughout his life. He was the protégé of Dr. George E. P. Box in the Statistics Department of

the University of Wisconsin and built his early career becoming Director of the Center for Quality & Productivity and promoted to the rank of professor. Søren's academic history also included professorships in Europe at the University of St. Gallen and the University of Amsterdam before he accepted a position at the University of Massachusetts-Amherst as the Eugene M. Isenberg Professor in Integrative Studies and Professor of Technology Management in the Department of Finance and Operations Management (where he served as interim dean of the graduate school of business for one year).

Recognition of his outstanding academic career came naturally: he was recipient of the Walter A. Shewhart Medal, George E. P. Box Medal, William G. Hunter Award, as well as numerous other awards. He was named Fellow of both the American Society for Quality and the American Statistical Association. Søren was also elected Academician in 2007. Just recently, the Board of Directors of the American Society for Quality voted to award Søren the Distinguished Service Medal, its most esteemed honor, in recognition of his lifetime contributions to the quality community with emphasis on industrial statistics.



*Academician Søren Bisgaard (1951-2009)*

But Søren gave so much more than just an exceptional professional record. He had a passion for excellence that inspired others and his vision for quality improvement was aligned with the

greats in this field: W. Edwards Deming and Joseph M. Juran. Søren was aggressive in seeking better ways to do communicate his knowledge and he was firmly committed to promote sound applications of statistical methods to achieve quality – both professionally and personally. His passion for professional excellence can be observed in his approach to embedding a higher form of quality into the European community in both his academic and professional service. In 2000, he succeeded in founding the European Network of Business and Industrial Statisticians (ENBIS) and donated the proceeds from a short course on the design of experiments to help finance establishment of the organization. Søren was dedicated to helping others improve. His most recent emphasis was in the application of practical statistical methods to healthcare where we teamed together to introduce Lean Six Sigma methods into European healthcare programs. As a member of the editorial board for four academic journals (Journal of Quality Technology, Applied Statistics, Technometrics, and Quality Engineering) Søren helped authors strengthen the quality of their writing to assure that statistical theory could be transferred into sound practices. His technical insights, clear interpretations, and logical analyses will be missed.

Although Søren Bisgaard died on 14 December 2009 of cancer in Boston, Massachusetts, his exceptional legacy will continue to persevere through his writings which encourage us to work diligently to improve quality of life for everyone. Søren is survived by his wife Sue Ellen. We offer her our most sincere condolences.

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## Improving IAQ Governance

Chairman Tito Conti

In the first months of 2009 several Members of the Board of Directors conducted a critical organizational analysis aimed at improving the Board's capacity to implement its mission as defined in the By-Laws. The following main points of weakness were identified:

- The IAQ Board traditionally meets only twice a year. However, given the small time gap between the two meetings and the fact that they take place one in Europe and the other in the USA, most Members tend to participate only to one of them. It is, then, one meeting divided

into two parts. In addition, Board Members quite often come to the annual meetings not so well informed and prepared to take the expected decisions in real time. Between the annual meetings little is done by the Board, except when a formal vote is needed, or the Chairman thinks it opportune to involve the members.

- Communication between the Executive and the Board is scarce due to the above discontinuity and the fact that traditionally it takes place between the President and the Chairman. Decisions that do not ask for a formal vote are taken by the two with little Board involvement.



IAQ Chairman Tito Conti

A proposal was made by a group of Board Members, supported by the Chairman, to better define the *modus operandi* of the Board to guarantee effectiveness in meeting its mission, and to guarantee a continuous communication flow between the Executive and the Board. To take informed decisions, the latter should in fact fully understand what the former is planning or doing. That is particularly important since Executive planned activities are increasing rapidly. As a means to attain the above, the creation of Board Policy and Governance Committee (BPGC) to cover two areas. These areas were chosen because, by definition, they imply taking decisions on matter that overcome the three year Executive term. Such Committees should be made up of

Board Members, who have the responsibility to prepare Board decisions in the above mentioned areas, thanks to continuous and close dialogue with the President, who is an ex-officio member of the Board.

Following the Dubrovnik and Minneapolis, the Board met in Zurich and approved the activation of the BPGC. The BPGC will formally become a permanent committee of the Board under the next By-Laws revision.

The Chairman appointed Acn. Sergio Foguel as Chairman, and Acns. Bertin, Metha, Seghezzi, and Zairi as BPGC Members. The IAQ Chairman and President also serve as ex-officio members of the BPGC. The Committee has finalized its Terms of Reference and initiated its work.

This change represents an advance in the direction of improving our IAQ Governance System, after the By-Laws revisions of 2005 and 2008.

I wish to conclude this column by wishing the new Executive success in meeting the challenging objectives set by the President. Success needs cooperation – and that is the name of the game for the IAQ.

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**Service is Also an Honor**

**President Greg Watson**

During this first year the Academy has addressed the issue of relevance that was raised in a previous that I wrote in **Contact** (Vol. 25, No. 2). Improving the relevance of both the Academy and the global quality movement are cornerstones of a new IAQ strategic plan that was unanimously approved by the IAQ Board of Directors at its meeting in Zurich on 27 September 2009. At that time we deferred six detailed items related to either governance or policy to discussions of the newly formed BPGC that is announced in Chairman Conti’s column (the details of this strategic plan have been posted on the IAQ web-site along with the minutes of those meetings which helped to shape the final version of the plan (Dubai, Dubrovnik, and Minneapolis).

**The Role of the Newly Established BPGC**

The next step forward is to rapidly conclude these tasks assigned to the BPGC, gain Board approval of

the proposed changes and to implement the new IAQ strategy. The items deferred by the Executive Office to the BPGC for recommendations include:

- Development of objective definitions and the specifications of limits for IAQ sponsorship or endorsement of external quality activities (e.g., international quality initiatives or conferences).
- Development of criteria for how IAQ establishes partnerships with critical external organizations (especially, but not limited to the regional and national quality organizations).
- Development of a “request for consideration” option as part of the IAQ membership recruiting process.
- Development of an operational definition for the geographical scope of IAQ regions and the role of the IAQ Regional Representative.
- Development of clear responsibilities for charter of IAQ projects to define responsibility of the Board verses activities of the Executive Office.
- Development of an IAQ Policy for publication of open source e-books and model quality courses for use by universities.
- Development of an IAQ privacy policy to permit the publication of a “General Public” version of Contact Newsletter.



**IAQ President Greg Watson**

A dialog within the BPGC has commenced and the report on progress toward resolution of these issues has been requested for May 2010.

### The Approach to Strategic Dialogue

However, the dialog in which the Academy has engaged over the past 18 months has been most significant in shaping its new direction. It has been my desire to create a “strategic dialog” among the members of the Academy, not just among Board Members and Officers. In order to accomplish this and to help focus our collaborative activity as a collegial body, I believe that is essential to define operationally the intent of this dialogue.

Dialogue comes from two Greek words: ‘dia’ and ‘logos’ and is generally considered to be an open conversation between two or more persons to discuss areas of disagreement frankly in order to resolve them. When the word “strategic” is used to modify dialogue, then the meaning is shifted so that the content of this conversation is focused on those principal or crucial issues that are an integral part of developing strategy. This means that such a dialogue is not focused on bureaucratic issues or on procedural issues and that the purpose of this dialogue is to advance the strategy into consensus so it may be implemented in a fully participative manner across the organization.

In participating in such dialogue, participants must learn to focus on the intended subject, suspend judgment and their attachment to particular point of views so that listening and synthesis of meaning can occur within a group. The atmosphere that is created in such a dialogue is one of respect for all views, but the logical rejection of those that do not pass the test of this communication process. Indeed, the point is that synergy of perspectives must be achieved so that an aligned outcome is achieved and the organization can move forward to pursue a specific outcome.

There are four rules in conducting such a dialog:

- Everyone participates – respect what each has to contribute and understand their arguments.
- Suspend judgment and seek first to understand rather than to persuade.
- Honestly and openly speak of causal interests and assumptions and have freedom to speak ‘the unspeakable’ and challenge the status quo.
- Stay connected on a human level, even when you differ on the point of view. Do not take the expressing disagreement as a personal affront. It is important that we understand the points of view of others, and recognize creating such an understanding does not imply agreeing with

each other, nor does it require that we surrender our own beliefs and values.

One intention behind formation of the BPGC is to develop such a forum for the Academy. It is my hope that we can extend this approach and its way of working to encompass the entire membership of the Academy so that we operate as a collegial body, as implied by the name we have chosen for ourselves “Academy” which has its roots in the “Academy of Plato” where “dialogos” was a critical mechanism for establishing truth. The Academy must promote what Dr. Juran called the “Big Q” types of initiatives rather than getting entangled in the “Little Q” issues which have caused loss of respect for quality professionals and the quality community by many leading business executives.

### The Academy as a Think Tank

One of the characterizations of the role of the IAQ was expressed by several members who thought that the Academy should become a “Think Tank” for the global quality movement. I think that this is an idea that is worthy of exploration. What is a think tank and what would it imply for the Academy to develop itself in this direction?

In modern times, the “Platonic Academy” has given way to the “think tank” as the standard for contemporary intellectual activity. The first think tank was originated in the late 1940’s to bring together independent thinkers to both challenge and guide government policy. One of the first public think tanks was United Kingdom’s Institute of Economic Affairs which was founded in 1955 to wage a war of ideas to fight the conventional wisdom of the day. Indeed, most modern think tanks have a particular intellectual perspective (conservative or liberal in addition to a specific disciplinary focus). However, despite this early start, the “think tank” movement quickly became stagnant in Europe which never fully embraced the wisdom of IEA founder Sir Anthony Fisher who stated that think tanks can be one of “the most effective, yet subtle, vehicles for influencing the development of public policy and the deliberations of governments.”

Today, businesses need a source of non-partisan, data-based research that is respected by both the private sector and government. The need is not to create another lobbying organization, but rather to supply a source of ongoing, rigorous analyses of

important questions that wins the respect of both journalists and government officials. By supplying the intellectual content necessary for developing sound public policy, a think take helps to shift the public opinion regarding its focus issues toward a more objective, long-term perspective that can be used to shape the actions of nations.

Think tanks are not just an “intellectual hobby” of a displaced academic or the favourite charity of a wealthy professional; they support preservation of the rule of law for the good of society – principles on which social democracy is founded. A think tank is nourished when it has new blood – thinkers who challenge “legacy viewpoints” and actively work to assure the continued relevance of their critical issues to contemporary problems.

Based on this brief description, the Academy could transmigrate into the “World’s Quality Think Tank” if we make some changes:

- The Academy needs to “come out of the closet” and establish a recognized role on the world’s policy stage with related global organizations that share a common interest in topics that are related to quality.
- The Academy need to create a research agenda that supports evolving policy issues that address contemporary problems of society.
- The Academy needs to have an academically rigorous approach to conducting and promoting its research in a published Journal of record.
- The Academy must openly address the issue of funding such a research program and gaining an infrastructure that would support a new mission as “the global think tank for quality.”

Moving to such an approach is not a one-step or annual process, however, the strategic direction I have outlined for the Academy will take us toward this path. Do we wish to go in this direction?

**Quality-Focused Public Service is Honorable**

Another comment made during our dialogs was that the Academy should not limit itself to being a “hall of fame.” While certainly it is an honor to be elected to the Academy and the Academy also has a good process to recognize the performance of its members and to support its members in receiving awards from other organizations, these are just outcomes of our purpose. Each Academician has an obligation to continue our selfless promotion of quality as a service to our nation, region, and to

the entire world. This is the intent behind being an Academician. Service to the global quality community may occur either individually or in a coordinated IAQ team activity.

The Academy presents itself externally as the most prominent quality organization in the World. If we are to earn respect from acting in this way, then we must design a strategy to conduct focused activities that magnify our individual strengths to achieve objectives for the greater good of the full global quality community. This is the challenge that we must begin to face in the coming year. I will be writing a welcome letter to Academicians for the New Year and I would appreciate your constructive dialogue as we shape a strategy that evolves the Academy to become the most relevant quality organization in the world which fulfils the vision that was set in our founding principles.

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**Acn. Feigenbaum Celebrates Birthday in Dubai at the MEQA Annual Quality Conference**



*Dr. Val Feigenbaum, IAQ Founder and Honorary Member, illustrates the proper way to carve a “legendary chocolate cake” in celebration of his birthday. Note how eagerly Acn. Mansoor Al Awar is learning how to wield a ceremonial sword from Val!*

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**PLEASE PLAN TO ATTEND THE IAQ MEETINGS SCHEDULED FOR DUBAI, ST. LOUIS, DELHI, IZMIR, AND ALSO IN KATMANDU, NEPAL DURING 2010 [DETAILS ANNOUNCED BELOW]!**

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**Awards and Recognition**

Note: awards are listed in the following order:

- Awards presented by the Academy to any external recipients.
- Awards presented to Academicians by any external organization – listed in order of their perceived precedence.
- Awards presented to Academicians by the Academy – listed in order of precedence as established by the IAQ Awards Committee.

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**IAQ Presents the Inaugural Marcos E. J. Bertin Medals for Corporate Governance**



*Ira M. Millstein is presented with the Bertin Medal by President Greg Watson and Honorary Member Marcos Bertin in a private ceremony in his office in New York.*

In 2008 IAQ created the Marcos E. J. Bertin Quality in Governance Medal and also established that medals are granted in two distinct categories: one to recognize an executive who is a role model for quality governance and the second recognizing a professional who has contributed to promotion and definition of governance quality. In 2009, the Academy awarded these medals to Mr. James R. Houghton, Chairman of the Board Emeritus and retired Chief Executive Officer of Corning, Inc., and to Ira M. Millstein, senior partner in the New York office of the international law firm Weil, Gotshal & Manges. The Bertin Medal Committee members include Acns. David Luther, Hans Dieter Seghezzi, and Sergio Foguel in addition to both Bertin and Watson.



*James R. Houghton, Bertin Medal Winner*

IAQ Founder Val Feigenbaum remarked that Mr. Houghton merited this recognition for a leadership approach “which is principle-based and he is widely known for managing business in a human way that balances the rights of all stakeholders with particular emphasis on the rights of minorities and women.”

Dr. Feigenbaum also commented “this recognition is exceptionally well-deserved for the pioneering efforts of Mr. Millstein in raising our global sensitivity to the imperative of a strong quality focus in the governance of organizations.” Press releases from the Academy detailing both of these awards are available on the IAQ web-site.



*Acn. Marcos E. J. Bertin is presented the IAQ Medal that was created in his namesake.*

In a subsequent recognition of the continuously expanding influential role of IAQ in the strategic emphasis area of corporate governance quality, Acn. Marcos E. J. Bertin has been invited to serve

as a member of the Private Sector Advisory Group (PSAG) of the Global Corporate Governance Forum (GCGF), which was co-founded by the World Bank and the Organization for Economic Co-operation and Development which was created after WWII to help administer the Marshall Plan in Europe. In engaging Acn. Bertin, the PSAG/GCGF indicated its willingness to use the Academy in a "think tank" role to support its continuing development of quality in governance issues. Acn. Bertin is forwarding a proposal is for consideration by the PSAG/GCGF.

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### **JUSE Awarded Acn. Watson the first Deming Medal Presented to an Overseas Individual**



*At the Keidanren Hall in Tokyo IAQ President Watson is presented with the Deming Medal (Deming Distinguished Service Award (DDSA) (Overseas) by Fujio Mitarai, Chairman of JUSE as well as President and Chief Executive Officer of Canon, Inc.*

JUSE awarded Acn. Greg Watson the first Deming Distinguished Service Award (DDSA) for Promotion and Dissemination (Overseas) (for details please see [www.juse.or.jp](http://www.juse.or.jp)). JUSE had established this award to recognize individuals from outside Japan

who have made significant quality contributions. Acn. Watson was cited for "his outstanding contributions to disseminate and promote the global presence of Total Quality Management (TQM) as developed in Japan by serving as a bridge between Japan and the West."

In recognizing the importance of Acn. Watson's work, JUSE cited his leadership in benchmarking (his book *Strategic Benchmarking* was translated into Japanese in 1995), hoshin kanri (he wrote the forward to the English translation of the Japanese Standards Association Research Committee Final Report on hoshin kanri in 1991), and innovative quality applications at Nokia Mobile Phones and Toshiba as part of the justification for the award. In 2001,



*IAQ Deming Prize Celebration Dinner (2009) was held in Tokyo to celebrate this historic moment: (front row) Akiko Kano, Sachiko Akao, Greg Watson, Inessa Watson, Michiko Iizuka; (second row) Noriaki Kano, Shoji Shiba, Yoji Aкао, Hitoshi Kume, and Yoshinori Iizuka.*

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### **Acn. Dedhia Awarded ASQ Distinguished Service Medal**

The Distinguished Service Medal (DSM) was established by the ASQ Board of Directors in 2001 to recognize significant long-term career service to the Society or exceptionally strong individual contributions to the profession by either service or knowledge development. In May 2009, ASQ awarded Acn. Navin S. Dedhia the ASQ DSM to recognize his contributions in managing its International Chapter. Past IAQ



recipients of the ASQ DSM include:

- Acn. Yoji AKAO
- Acn. John D. Hromi
- Acn. Spencer Hutchens, Jr.
- Acn. Yoshio KONDO
- Acn. Madhav N. SINHA
- Acn. H. James Harrington
- Acn. Walter E. Masing \*
- Acn. Marcos E. J. Bertin
- Acn. Lennart Sandholm
- Acn. Takinori YONEYAMA



*Acn. Navin Dedhia is congratulated by ASQ President Roberto Saco on his receipt of the ASQ Distinguished Service Medal.*

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**Acn. Sister Mary Jean Ryan  
Awarded AQPC Grayson Medal**

The American Productivity and Quality Center (APQC) of Houston, Texas, established the C. Jackson Grayson Medal to recognize quality pioneers who are extending the application of quality beyond the traditional manufacturing application. Previously this award had been received by Vice President Al Gore for efforts in the “Reinventing Government” approach to

quality improvement in the public sector and to Acn. Blan Godfrey for his applications of quality in higher education and healthcare.

In 2009 APQO identified another Academician as a quality pioneer: Sister Mary Jean Ryan was cited for her leadership in application of the principles of quality in directing the effort of SM Healthcare in its successful application of the USA Malcolm Baldrige National Quality Award Criteria to healthcare management.



*Academician Sister Mary Jean Ryan is the recipient of the 2009 Grayson Medal for promotion of pioneering quality work.*

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**APQO Medals Announced for  
Acns. Hesam Aref Kashfi and  
Elizabeth M. Keim**

APQO has announced that it has selected Acn. Hesam Aref Kashfi as the 2009 recipient of the Harrington-Ishikawa Medal. This medal is awarded to an individual who distinguished themselves by their outstanding contributions to promotion of quality methodologies in the Asia-Pacific region. Acn. Kashfi was cited for

his work as President of the Iranian Society of Quality Managers and his work with APQO and ANQ. Past Academician recipients of this award include:

- 1996 Armand V. Feigenbaum
- 1997 Miflora M. Gatchalian
- 1998 Yoshio Kondo
- 2000 Yuanzang LIU
- 2001 Philip B. Crosby \*
- 2002 Lennart Sandholm
- 2004 Noriaki Kano
- 2005 Mohamed Zairi
- 2006 Charles A. Aubrey
- 2007 Navin S. Dedhia
- 2008 Xiaofen TANG



*Academician Hesam Aref Kashfi*

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APQO also announced that Acn. Elizabeth M. Keim has been awarded the APQO Miflora M. Gatchalian Medal. This Medal is granted to a female quality professional who distinguished herself as a person of known integrity who is recognized for her outstanding contributions to the promotion and practice of quality in an innovative way in the Asia Pacific region. The rationale for this award, states that Acn. Keim is being recognized for her contributions to service quality and Six Sigma in addition to her personal dedication to the global quality

movement as evidenced by her serving as the President and Fellow of the American Society, being elected as an Honorary Member of the Singapore Quality Institute, and her current activities as Secretary-Treasurer of IAQ.



*Academician Elizabeth M. Keim*

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**Acns. Way KUO, Greg Watson, and Jichao XU awarded the Shanghai Magnolia Quality Contribution Award**

The Magnolia Quality Contribution Award is awarded by the Municipal Government of the City of Shanghai and it was created in 1989 to honor foreigners and Chinese citizens who have aided Shanghai in its development. The award is named after the early blooming white magnolia whose "eye always looks toward the sky," and has symbolized Shanghai's pioneering and enterprising spirit since it was named the official flower in 1986. This award is presented on a bi-annual cycle and it is the highest honor a foreigner can receive in Shanghai.

Acn. Way KUO was recognized as President of the Hong Kong City University which has built an increasing reputation for innovation under his leadership. Acn. Jichao XU was chosen for recognition as a result of his leadership for quality in the Henan Province of the People's

Republic of China –the most populous with over 100 million citizens. Acn. Gregory H. Watson was recognized for his coaching and teaching about both quality improvement and productivity in China over the past decade.

- Lennart Sandholm (Sweden)
- Miflora M. Gatchalian (Philippines)
- Acn. Yuanzang LIU (China)
- Alois P. (“Lou”) Magritzer (Australia)
- Charles A. Aubrey (United States)



*Academician Way KUO*



*Acn. Gregory H. Watson is presented the Magnolia Quality Contribution Award in Shanghai, China by Mr. Bangzhu CHEN, Member of the Standing Committee of the Chinese People’s Political Consultative Conference and President of the China Association for Quality and Can. Xiaofen TANG, who is President of the Shanghai Association for Quality.*

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**ROQ presents highest award to both Dr. Yoshio Kondo and Dr. Armand V. (“Val”) Feigenbaum: the Medal of Ivan A. Ilyin**



*Academician Jichao XU*

Past recipients of Shanghai Magnolia Award include the following Academicians:

- H. James Harrington (United States)



*Acn. Armand V. (“Val”) Feigenbaum*

The Russian Organization for Quality awarded Acn. Feigenbaum their principal tribute: the medal named after Russian dissident and philosopher Ivan Aleksandrovich Ilyin (1883-1954). In awarding Dr. Feigenbaum this honor, Genady Petrovitch Voronin, President of the ROQ, cited the deep scientific expertise and significant economic contributions of Dr. Feigenbaum to the establishment of the field of quality management based on sound business principles and statistical methods that have now evolved into the approach that is called Total Quality Management.



*Acn. Yoshio Kondo with his wife Noriko are seated in front while Acn. Kano is standing in between daughters Eriko Kondo (to the left) and Sachiko Ito (to the right).*

The Ilyin Medal was approved by the ROQ in 2004 and this occasion marks the first time it has been granted to a foreigner. Ivan Ilyin was a philosopher and futurist who wrote on topics related to politics, religion, culture, education, and work; always emphasizing a spiritual component in these endeavors. In 1928, he wrote an essay, titled "Salvation through Quality" in which he promoted the idea of quality as essential for development of the Russian state, in opposition to a purely materialistic emphasis on productivity and meeting quotas. Here are some excerpts from this essay:

"Russia could exist, only grasping, engaging this abundance, allocating its power to grow this abundance, becoming overstrained by scattering its energy;

removing one trouble only to meet another that was already knocking on the gate. We were eternally late, lagging behind our neighbors. That is why we were always not ready and relied on "possibilities" and "cities stood without walls, unprotected – and perhaps they will survive." That is why we never could predict all possible dangers and have become accustomed to being consoled by soothing words and careless "possibilities." That is why we always had no time for quality."

"Yes, in our recent history we did not have not enough time or force focused on quality; on the quiet and concentrated culture; on cultivation and creative registration of our natural talent; on education and strengthening of national character; on creation of the intensive, technically perfect agriculture and crafts; on improvement of political and organization life. And consequently almost everything, that we created, we didn't create it using our culture, but using our primitive, natural talent. Whereas western European often made much of small gifts; Russia turned even big gifts and great natural endowments into ashes."

"Investigate the destiny of Russia; ponder upon its wreck and humiliation and you will understand that to Russian people there is only one outcome and one salvation - returning to quality and its culture."

"Quality is necessary for Russia: for us to be a true, strong-willed, knowledgeable and gifted people; with strong and flexible organizations; strained from honest work; developing world class products; with a high standard of living. A new, quality epoch is necessary for Russia, an epoch that would complete everything we missed during past congestion and carelessness and that would cure, healing all the ulcers of our revolutionary time. This epoch approaches and will arrive from this promise – the natural talent and spiritual genius of

Russian people. To trust in Russian national revival means to trust in the future victory of quality: a victory of faithfulness above treachery, knowledge above ignorance, work above plunder, will above infatuation, to trust in a victory of divine forces of the person above evil.”

“To prepare for the restoration of Russia – means that first of all we must prepare ourselves for quality service to our native land; prepare our character, reason, and feelings with a strong-will idea. This idea is “Russian Quality.” We are all convinced that a time will come when Russia arises from disintegration and humiliation and begins an epoch of renewed greatness. This new epoch will be characterized by its atmosphere of this strong-willed idea – Russian Quality.”

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**Acn. Roger Hoerl Awarded the ASQ Walter A. Shewhart Medal**



*Academician Roger W. Hoerl*

ASQ’s Walter A. Shewhart Medal recognizes the technical contributions to the global body of quality knowledge. Emphasis has been on the application of statistical methods based on the career contributions of Dr. Shewhart. This year’s recipient is Acn. Roger W. Hoerl

who was lauded for his leadership in application of quality methods, innovative contributions to statistical thinking and his effective world-wide communication of these ideas.

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**Acn. Søren Bisgaard Receives Martin A. Brumbaugh Award**



*Acn. Søren Bisgaard receives the Brumbaugh Award from ASQ President Roberto Saco.*

ASQ’s principal literature honor recognizing the best published technical article in the year is the Martin A. Brumbaugh Award, which is named for the first editor of the magazine predecessor to *Quality Progress (Industrial Quality Control)*. The ASQ 2009 Brumbaugh Award was presented to Acn. Bisgaard for authoring the paper titled: “Must a Process be In Statistical Control before Conducting Designed Experiments?” *Quality Engineering*, Vol. 20, No. 2, April 2008. This was the third time it has been awarded to Acn. Bisgaard.

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**IAQ President Watson presents Acn. Hesam Aref Kashfi with the ASQ Centurion Award**

ASQ’s Centurion Award is a membership award that is rarely presented. It recognizes the recruiting of 100 members to ASQ. At the ANQ Conference in Tokyo, Japan, ASQ past-President Greg Watson, presented this award to Acn. Hesam Aref Kashfi.



*Academician Hesam Aref Kashfi receives the ASQ Centurion Award from Acn. Watson*  
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**Acn. Gopal Kanji is awarded the Founder’s Medal by Tito Conti**

During a dinner celebration in Dubrovnik, IAQ President Tito Conti presented to Acn. Gopal Kanji the IAQ Founders Medal in recognition of his outstanding service during the past IAQ Triennial as Vice President of Conferences.

The IAQ Founders Medal recognizes a service contribution to the Academy from one of its members during a Triennial Period (the three year period of office). Past recipients of the IAQ Founders Medal include:

- Acn. Tito Conti
- Acn. David B. Luther
- Acn. Lennart Sandholm
- Acn. Hans Dieter Seghezzi



*Academician Gopal Kanji awarded the IAQ Founders Medal by Chair Conti while Mrs. Kanji observes the presentation ceremony.*

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**China Celebrates Receipt of the IAQ Masing Prize for a book on Applying Quality to Organizing the Special Olympics Games**

The IAQ Walter E. Masing Book Prize for 2009 was presented to Acn. Xiaofen TANG for the book “Regularized Management of Special Olympic Games” which provided interesting insights as case study of the approach used to apply quality tools and methods for managing the International Special Olympics which were held in 2007 and acted as a pilot for the way the PRC managed the 2008 International Olympic Games.



*Mr. Weiming Qi, Secretary-General of the China Association for Quality and Acn. Greg Watson toast Acn. Xiaofen TANG, President of the Shanghai Association for Quality, on the occasion of receiving the IAQ Masing Medal.*

Previous recipients of IAQ’s Walter E. Masing Book Prize were:

- 2006 Acn. Thong Ngee Goh
- 2007 Acn. Gregory H. Watson

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**Three Academicians Promoted to Honorary Member in 2009**

According to the By-Laws of the Academy, prominent individuals whose experience and prestige make them valuable to the Academy may be elected as IAQ Honorary Members. It is an honor which may be bestowed upon both Academicians as well as exceptional non-Members.



**Chairman Tito Conti and President Gregory H. Watson congratulate Academician Spence Hutchens on his Honorary Membership.**

In 2009, the IAQ Board of Directors voted to promote two Past-Presidents and the editor of the IAQ Best on Quality book series to the status of IAQ Honorary Member. Promoted to the rank of Honorary Member were: Past-President Herman Zeller (1987-1990), Past-President Spencer Hutchens (2003-2005), and Acn. Emeritus John D. Hromi (who served as the editor of Best on Quality (1995-1998)).

Previous IAQ Honorary Members include:

- Acn. Kaoru Ishikawa, Japan \*
- Acn. Val Feigenbaum, USA
- Acn. Eugene M. Grant, USA \*
- Acn. Walter A. Masing, Germany \*
- Acn. H. James Harrington, USA
- Acn. Yoshio Kondo, Japan
- Acn. Marcos E. J. Bertin, Argentina

\*\*\*\*\*

### **The Academy Promotes a Record Nine Members to Academician Emeritus Status**

The rank Emeritus is granted to Academicians in recognition of their long-term contributions in support of Academy and its projects or as a recognition of their career-long influence on the global quality community as a product of their service or methodological (technical or managerial) contributions. The development of Honorary Membership and Academician

Emeritus rank were first introduced to the Academy in the early 1980s.



**Academician Hans Dieter Seghezzi is presented the certificate to promote him to Emeritus rank by Acns. Conti and Watson**



**Academician Lennart Sandholm is presented his certificate as Academician Emeritus by Acns. Conti and Watson**



**Academician Kenzo Sasaoka with his wife Toshiko presented with the Academician Emeritus Certificate by Acn. Noriaki Kano who is accompanied by his wife Akiko.**

Also promoted to the rank of Academician Emeritus in 2009 were: Acns. Masashi ASAO, Asbjørn Aune, Kenneth E. Case, Way KUO, Shoji SHIBA, and Samuel WANG.



**Academician Yuanzang LIU presented the certificate as Academician Emeritus by IAQ President Greg Watson in Shanghai.**

Previously, the Academy had promoted the following eleven Academicians to the rank of Emeritus:

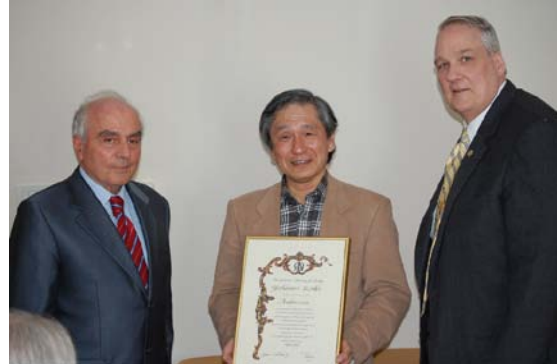
- Acn. Yoji Akao, Japan
- Acn. Tetsuichi Asaka, Japan
- Acn. Antonio de Almeida, Jr., Spain
- Acn. Edward Fuchs, USA
- Acn. Akira Harada, Japan
- Acn. Masao Kogure, Japan \*
- Acn. Juhani J. Koivula, Finland
- Acn. Shigeru Mizuno, Japan \*
- Acn. Shoichi Shimizu, Japan
- Acn. Takanori Yoneyama, Japan

**\* In all lists means the individual is deceased.**  
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### Induction Ceremonies Held for Five New Academicians in 2009

There were two regular Academy meetings in 2009: the first was held in collaboration with the EQO Congress in Dubrovnik, Croatia, and the second held following the WCQI in Minneapolis, MN. Academicians who did not attend these meetings may learn about all the details by reviewing the minutes on the IAQ website. At the meeting in Dubrovnik, we inducted two Academicians: Acns. Yoshinori Iizuka and Tilo Pfeiffer. At the meeting in the

USA we inducted three new members to the Academy: Acns. Janak Mehta, Chao-Ton SU and Xiofen TANG.



**Academician Yoshinori Iizuka**



**Academician Tilo Pfeiffer**



**Academician Janak Mehta**



**Academician Chao-Ton SU**





Academician Xiofen TANG

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Best Paper Award (BPA) and Yoshio Kondo Research Medal

By the end of 2009, three Academicians have qualified to receive the IAQ Yoshio Kondo Academic Research Prize: Acns. Charles A. Aubrey, Kostas Dervitsiotis, and Gregory H. Watson. In addition, three Academicians have received two IAQ BPA and we anticipate will become future candidates for this Medal (Acns. Robert Cole Tito Conti, and Mohamed Zairi).

The Kondo medal was created to honor Acn. Yoshio Kondo. Academicians "earn" a Kondo Medal when three of their papers presented at conferences have been identified by the conference organizers as exceptional. The award is intended to motivate Academicians to do excellent work in preparing papers for conferences. It is important to note that Academicians may also receive "Best Paper Award" credit for receipt of such paper awards as ASQ Martin A. Brumbaugh, the JUSE Nikkei Quality Literature Prize, or a recognized best paper award from a major national or regional quality organization conference or publication. Credit will be given for such awards commencing in January 2008 which is the beginning of recognition for this award. It is the duty of each Academician to submit evidence of such awards to the IAQ Administrative Office. Upon acceptance of this documentation the Academician will be recognized with the Kondo Research Prize.

\*\*\*\*\*

IAQ Best Paper Awards – 2009

MEQA QC-3 2009, Dubai

- Acn. Bob Cole: Quality Reputation: Hard to Achieve, Hard to Lose and Still Harder to Win Back
• Acn. Greg Watson: Leadership in Times of Uncertainty – Strategic Direction to Regain Lost Ground
• Acn. Mohamed Zairi: In Search of the Customer: Excellence Tetralogy®

EOQ 2009, Dubrovnik

- Acn. Aubrey: Measuring and Improving the Culture to Achieve Significant Business Results
• Acn. Tito Conti: System Thinking: The New Frontier in Quality Management
• Acn. Dervitsiotis: The Next Performance Excellence Frontier: Balancing Innovation Types, Risks and Payoffs

SAQ 2009, Shanghai

- Acn. Aubrey: Quality Using Measurement and Statistics
• Acn. Sung Park: Quality Innovation for the Service Sector: Focus on Lean Six Sigma
• Acn. Cole: The Challenge of Overcoming a Negative Automotive Quality Reputation: U.S. and Japan Automakers

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Information about IAQ Awards criteria and application processes are on our website:

- Marcos Bertin Quality Governance Medal
• Walter E. Masing Book Prize
• Ricardo Dell'Anna Dissertation Prize
• IAQ Founders Medal
• Yoshio Kondo Research Prize
• IAQ Best Paper Award

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Newly Elected Academicians ~ Profiles of Quality ~

Profiles of the newly elected Academicians and Associate Members of the IAQ (all the Companions and Academicians are listed in alphabetical order. They are followed by Associate Members who will also be listed in alphabetical order of their last names).

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**Welcome to Newly Elected  
Academicians Zigmund  
Bluvband and Jichao XU!**

\*\*\*\*\*



**Acn. Zigmund Bluvband**  
**Rishon LeZion, Israel**

Acn. Bluvband is President of A. L. D., Ltd., a consulting company specializing in logistics, product assurance, reliability engineering, and maintainability. He holds a PhD in Technical Sciences from the Polytechnic Institute, Lvov, Ukraine and has been elected Fellow of the Israeli Society for Quality (ISQ) and Fellow of ASQ where he has professional certifications in quality engineering, reliability engineering, and Six Sigma. He is past-President of ISQ and author of three books and over sixty articles in professional journals and magazines.

**Nominated by:**

- Acn. Vadim Lapidus

**Endorsed by:**

- Acns. Gregory H. Watson and Sergio Foguel.

\*\*\*\*\*

Acn. XU is the Vice Governor of the People’s Government of Henan Province, People’s Republic of China. Acn. XU holds an MS degree in Operations management from the Northwestern Polytechnic University and has done advanced research at the University of

California (Davis), University of Waterloo and at Harvard University (Senior Fellow at the Kennedy School of Government on a New World Fellowship). Acn. XU was previously Chairman, Industrial Engineering Dept. and Director, Quality Engineering Dept. at the Zhengzhou Institute of Aeronautics. He has published four books and over 120 papers. He is the only person to receive the National Premier Prize of China for his work in quality.



**Acn. Jichao XU**  
**Zhengzhou, Henan, China**

**Nominated by:**

- Acn. Lou Magritzer

**Endorsed by:**

- Acns. Chuck Aubrey and Merv Burt.

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**Do you know someone who is qualified to become a member of the Academy? If you do, contact your Regional Representative for assistance:**

- **North America: Acn. Liz Keim**
- **Latin America: Acn. Alfredo Rodriguez**
- **Europe: Acn. Juhani Antilla**
- **Middle East: Acn. Mansoor Al Awar**
- **Asia-Pacific: Acn. Chuck Aubrey**
- **India: Acn. Janak Mehta**
- **Japan: Acn. Noriaki Kano**

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**Contact is the official newsletter of the International Academy for Quality and it is published by the Academy’s Headquarters at 500 North Plankinton, Milwaukee, WI.**

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**2009 Meetings of the Academy**  
**MEQA/QC3 Conference – 6 April 2009**  
**Dubai, UAE**

Academicians that attended meetings we held in conjunction with this conference included:

- Acn. Val Feigenbaum, Honorary Member
- Acn. Jim Harrington, Honorary Member
- Acn. Marcos Bertin, Honorary Member
- Acn. Tito Conti, Chairman
- Acn. Gregory H. Watson, President
- Acn. Mansoor Al Awar, IAQ Middle-East Rep
- Acn. Chuck Aubrey, IAQ Asia-Pacific Rep
- Acn. Ayed Al Amri
- Acn. Bo Bergman
- Acn. Bob Cole
- Acn. Jens Dahlgaard
- Acn. Su Mi Park Dahlgaard
- Acn. May Gatchalian
- Acn. Thong Ngee Goh
- Acn. Gopal Kanji
- Acn. Andries de Wet
- Acn. Mohamed Zairi



Left to right: Acns. Bob Cole, Mohamed Zairi, Mansoor Al Awar, Val Feigenbaum and Guest Don Feigenbaum.

*Lively discussion of the draft IAQ strategy by all assembled members established the need to benchmark IAQ operations to support our evolving strategic direction.*

**EOQ Conference – 11-12 May 2009**  
**Dubrovnik, Croatia**

Academicians that attended meetings we held in conjunction with this conference included:

- Acn. Tito Conti, Chairman
- Acn. Gregory H. Watson, President
- Acn. Pal Molnar, VP Examining

- Acn. Juhani Antilla, IAQ European Rep.
- Acn. Chuck Aubrey
- Acn. Kostas Dervitsiotis
- Acn. Sergio Foguel
- Acn. Gopal Kanji
- Acn. Bob King
- Acn. Dieter Seghezzi



Left to right: Acns. Dieter Seghezzi, Kostas Dervitsiotis, and Gopal Kanji enjoy the party with Mrs. Paola Conti.

*The first half of a workshop was conducted to focus upon and assess the importance of external environmental factors on achieving relevance of the Academy. This first half of a strategic dialog develops an understanding of the threats and opportunities that come from the externalities, while the second half of the workshop is to be conducted during the ASQ Conference and focus on identifying the current strengths and weakness of the Academy in a set of potential alternative future states (scenario analysis).*

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**WCQI Conference – 20-21 May 2009**  
**Minneapolis, MN, USA**

Academicians that attended meetings we held in conjunction with this conference included:

- Acn. Val Feigenbaum, Honorary Member
- Acn. Marcos E. J. Bertin, Honorary Member
- Acn. John Hromi, Academician Emeritus
- Acn. Tito Conti, Chairman
- Acn. Gregory H. Watson, President
- Acn. Chares A. Aubrey, VP Conferences
- Acn. Elizabeth M. Keim, Secretary-Treasurer
- Acn. Xiofen TANG, Companion
- Acn. Grace Brannan, Associate
- Acn. Ronald M. Does
- Acn. Spencer J. Hutchens, Jr.
- Acn. Janak Mehta

- Acn. Alfredo Rodriguez
- Acn. Jean-Claude Savard
- Acn. Madhav Sinha
- Acn. Kenneth Stephens
- Acn. Chao-Ton SU



Left to right: Acn. Bob King, Guest Don Feigenbaum, Acn. Jean-Claude Savard, and Acn. Val Feigenbaum.

*The second half of the IAQ strategic planning workshop was conducted during a four-hour session following the opening remarks and administrative issues. The workshop focused upon analysis of scenarios to define potential futures of the Academy and to determine what strengths and weaknesses the current structure and strategy hold in each scenario and what suggestions could be offered to create a more relevant Academy.*

**ANQ Conference – 16 September 2009  
Tokyo, Japan**

Academicians attending an informal meeting held in conjunction with the ANQ Annual conference:

- Acn. Gregory H. Watson, President
- Acn. Yoji Akao
- Acn. Yoshinori Iizuka
- Acn. Noriaki Kano
- Acn. Hesam Aref Kashfi
- Acn. Hitoshi Kume
- Acn. Janak Mehta
- Acn. Tadashi Yoshizawa

*Discussions were held among Academicians to determine what role the Academy could take to promote the work of ANQ. It was decided to pilot an IAQ Forum at the ANQ Conference to be held in Delhi during 2010.*



Left to right: (front row): Acns. Janak Mehta, Yoji Akao, Greg Watson, Noriaki Kano, (back row) Yoshinori Iizuka, Hesam Aref Kashfi, and Tadashi Yoshizawa (not shown is Acn. Hitoshi Kume who was absent at the time of the photograph).

\*\*\*\*\*

**IAQ Board Meeting – 27 September 2009  
Airport Hilton Hotel, Zurich, Switzerland**

Academician attending the Board of Directors meeting were:

- Acn. Marcos Bertin, Honorary Member
- Acn. Spencer Hutchens, past-President
- Acn. Tito Conti, Chairman
- Acn. Gregory H. Watson, President
- Acn. Pal Molnar, VP Examining (invited)
- Acn. Sergio Foguel (by telephone)
- Acn. Gopal Kanji
- Acn. Janak Mehta (by telephone)
- Acn. Sister Mary Jean Ryan (by telephone)
- Acn. Lennart Sandholm
- Acn. Hans Dieter Seghezzi



Left to right: Acn. Marcos Bertin, Pal Molnar, Hans Dieter Seghezzi, and Lennart Sandholm. At the Zurich meeting of the IAQ Board of Directors, we reviewed and approved the IAQ Strategic Plan for the Triennial period 2009-2011 which defined three focus areas for IAQ action:

**Strategy: Advance understanding of quality through the following focus areas:**

- **Promote Quality Worldwide** – Broad Outreach Focus [Executive Team]
  - Visibility and Impact on Policy Making [Acn. Watson]
  - Public Awareness and Brand Image [Acns. Zairi and Antilla/IAQ HQ – Trish Borzon]
- **Influence Adoption of Quality in Practice** – Targeted Outreach Focus
  - Healthcare Initiative [Acn. King]
  - Education Initiative [Acn. Godfrey]
  - Governance Initiative [Acn. Bertin]
- **Engage Academicians in the Cause of Quality** – IAQ Infrastructure Strengthening Focus [Executive Team]
  - Membership Growth [Acn. Molnar]
  - Meetings and Conferences [Acn. Aubrey]
  - Publications and Information [Acn. Iizuka]
  - Organizational Efficiency [Acn. Keim]
  - Financial Strength [Academician Keim]

*The second item approved by the IAQ Board of Directors was the scope of the charter for the Board Policy and Governance Committee (BPGC) as described in their Contact columns by Acns. Conti and Watson.*

\*\*\*\*\*

**SAQ-IAQ Conference – 3-5 November 2009 Shanghai, China**

Academicians that attended meetings we held in conjunction with this conference included:

- Acn. Gregory H. Watson, President
- Acn. Charles A. Aubrey, VP Conferences
- Acn. Xiaofen TANG, Companion
- Acn. Robert Cole
- Acn. Miflora Gatchalian
- Acn. Yoshinori IIZUKA
- Acn. Way KUO
- Acn. Yuanzang LIU
- Acn. Lou Magritzer
- Acn. Sung Hung PARK
- Acn. Chao Ton SU
- Acn. Samuel WANG
- Acn. Jichao XU

*The Forum of the Academy discussed the unique challenges facing China in the light of its growing economic, social and political influence in the world and what role quality could take in facilitating the set of challenges that the nation faces.*



From left: Acns. CT SU, Xiofen TANG, Samuel WANG, Way KUO, Jichao XU, Yuanzang LIU, Greg Watson, Sung Park, Yoshinori Iizuka, Chuck Aubrey, Lou Magritzer, May Gatchalian and Bob Cole. This event is the first time in IAQ history when all Chinese members of the Academy met for a “meeting of minds.”

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**Specific details about the strategic plan and the process for its development, including all the background studies are available on the IAQ website.**

- **President’s Briefing: Creating Relevance**
- **IAQ Vision Strategic Dialogue**
- **IAQ Membership Benchmarking Study**
- **IAQ Public Web-Site Redesign**

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**Also a complete set of information about the management of the membership process have also been added to the IAQ website.**

- **IAQ Nomination Process**
- **IAQ Membership Solicitation Letter**
- **IAQ Candidacy Self-Assessment**
- **Presidential Nomination Letter**
- **Candidate Acceptance Letter**
- **Candidate Biographical Summary**
- **Guideline to Prepare Endorsement Letters**
- **Nomination Checklist for Sponsors**
- **Membership Notification Letter**
- **Proposed Content of Welcome Speech**
- **IAQ Triennial Report Format**

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**JOB ANNOUNCEMENT: IAQ is in need of an Editor for its Contact Newsletter. Interested Academicians may volunteer to the President or make their wishes known to Trish Borzon.**

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## ACADEMY ANNOUNCEMENT

### Academy Meetings for 2010

The Academy is planning formal meetings at both the ASQ (St. Louis, MO) and EOQ (Ismir, Turkey) meetings and informal meetings will occur at the QC4 Conference in Dubai, UAE, the ANQ Conference in Delhi, India, and the APQO Conference in Katmandu, Nepal. [We do not have a final schedule for MEQA Annual Conference, but will announce it via email as well as on our web-site when it is finalized.] Please check the IAQ web-site for the specific details about IAQ meeting time and location.

**QC-4 Conference                      22-24 March 2010**

**Host: Hamdan Bin Mohamed e-University  
Dubai, United Arab Emirates**

**IAQ Plan: Informal Meeting**

<http://qc.hbmeu.ae/>

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**WCQI                                      24-26 May 2010**

**Host: American Society for Quality  
St. Louis, Missouri**

**IAQ Plan: Board Meeting/Regular Meeting**

<http://wcqi.asq.org/>

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**APQO                                      18-20 September 2010**

**Host: Network for Quality, Productivity and  
Competitiveness Nepal  
Katmandu, Nepal**

**IAQ Plan: Informal Meeting**

<http://www.nqpcn.org.np/>

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**ANQ                                        18-22 October 2010**

**Host: Indian Society for Quality  
Delhi, India**

**IAQ Plan: Informal Meeting**

<http://www.isqnet.org/>

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**EOQ                                        26-27 October 2009**

**Host: Turkish Standards Institute  
Izmir, Turkey**

**IAQ Plan: Board Meeting/Regular Meeting**

<http://www.tse.org.tr/eoq2010/>

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