



FIBAA

2022 | **ANNUAL
REPORT**

FOUNDATION FOR INTERNATIONAL BUSINESS ADMINISTRATION ACCREDITATION

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Mag.a Diane Freiberger, MBA

EDITORIAL

EMPOWERING EXCELLENCE IN HIGHER EDUCATION

Dear friends and partners, it is with great pleasure and pride that I present to you the annual report of the Foundation for International Business Administration Accreditation. This report serves as a testament to our collective commitment towards empowering excellence in higher education. As we reflect on the achievements and milestones of the past year, we find ourselves inspired by the remarkable progress made by Higher Education Institutions and education providers in shaping the future of study programmes and continuing education courses.

In today's interconnected and rapidly evolving world, international collaboration and cooperation are crucial for driving economic growth and fostering sustainable development. At the heart of this endeavour lies the need for exceptional education that equips individuals with the knowledge, skills, and mindset to navigate the complexities of the global marketplace. It is our mission, as Foundation for International Business Administration Accreditation, to ensure that these Higher Education Institutions and education providers meet the high-

est standards of quality and provide students with the tools they need to thrive.

Over the past year, we have witnessed remarkable accomplishments from accredited Higher Education Institutions and certified education providers. They all have demonstrated a tireless commitment to continuous improvement and innovation, resulting in an unparalleled educational experience for their students. We are immensely proud to be associated with these Higher Education Institutions and education providers and commend them for their dedication to excellence.

The Foundation for International Business Administration Accreditation remains committed to supporting these Higher Education Institutions and education providers on their journey of continuous quality development. We are dedicated to upholding rigorous standards, fostering best practices, and promoting the exchange of knowledge and ideas. We strive to be a catalyst for positive change, facilitating the growth and transformation of Higher Education

Institutions and education providers around the world.

Furthermore, we recognize that diversity, equity, and inclusion are essential values that underpin the success of any educational institution. We believe in creating an inclusive environment that embraces individuals from all backgrounds, cultures, and perspectives.

Together, we will continue to foster innovation, promote ethical practices, and embrace diversity, ultimately shaping a world where quality assurance serves as a catalyst for positive change. As we embark on another year of progress, we express our gratitude for your unwavering support and look forward to an exciting future filled with transformative possibilities.

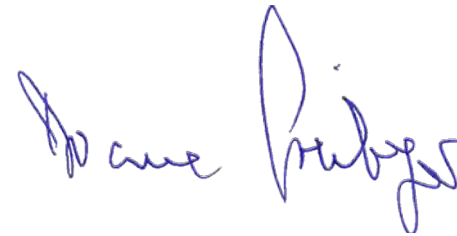
In conclusion, FIBAA remains steadfast in its commitment to empowering excellence in Higher Education. We are honoured to collaborate with our accredited Higher Education Institutions, certified education providers and esteemed cooperation partners who share our vision of assuring quality in the landscape of Higher Education.

Lastly, I would like to show my appreciation to the dedicated FIBAA Team. It is through your resolute commitment, expertise, and passion that we are able

to fulfil our mission and drive positive change in the realm of Higher Education. Your hard work, professionalism, and unwavering dedication have been instrumental in the success of our endeavours. Your contributions, both individually and collectively, have made a lasting impact on the lives of countless students from Higher Education Institutions and education providers around the world.

Thank you for your continued efforts and for being the driving force behind our achievements. Together, we will continue to make a profound difference within accreditation and certification.

Kind regards



Mag.a Diane Freiberger, MBA

FIBAA Foundation Board

NAME	MEMBERSHIP PERIODS	PREVICENCY
Dr. Barbara Dorn	22.10.2021 – 21.10.2023	
Prof. André Haelg	22.10.2021 – 21.10.2023	
Dr. Oliver Heikaus	22.10.2021 – 21.10.2023	Vice President
Mag. Kurt Koleznik	22.10.2021 – 21.10.2023	
Prof. Dr. oec. HSG Rudolf Minsch	22.10.2021 – 21.10.2023	President
Prof. Dr. Gerhard Riemer	22.10.2021 – 21.10.2023	
Mag.a Melina Schneider	22.10.2021 – 21.10.2023	Vice President

Composition of the FIBAA Foundation Board (October 2021)

FIBAA Accreditation and Certification Committee

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Prof. Dr. Axel Benning

Prof. Dr. Jochen Breinlinger-O'Reilly

Prof. Dr. Vera de Hesselle

Prof. Dr. Volker Hasewinkel

Prof. Dr. Ruedi Nützi

Prof. Dr. Jean-Marc Piveteau

Prof. Dr. Sabine Remdisch

Prof. Dr. Wolfgang Renninger

Prof. Dr. Ottmar Schneck

Prof. Dr. Johann Schneider

Prof. Dr. John Slof

Prof. Em. Dr. György Széll

Prof. Dr. Peter Thuy¹

Prof. Dr. Ernst Troßmann²

Prof. Dr. Jürgen Weigand

Prof. Dr. Cornelia Zanger

¹ Vice President

² President

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Dr. Christoph Anz

Dr. Bernd Baasner

Dr. Volker Meyer-Guckel

Dr. Ivo Matser

Hans-Hellmuth Retzlaff-Schröder

Dr. Markus A. Tomaschitz¹

Kerstin Wagner

¹ Vice President

REPRESENTATIVES FROM STUDENT BODY

Adriana Cacciatore

Annkatriin Kollmus

Mare-Luise Meier

Strategy 2030

Our Strategy 2030 paper is a visionary roadmap that will guide FIBAA towards an ambitious future. This comprehensive strategy, meticulously developed and approved by the esteemed FIBAA Foundation Board, sets the course for our organisation's growth, impact, and continued excellence over the next decade. As we embark on this transformational journey, we will explore the key pillars and initiatives outlined in Strategy 2030, which will drive our mission forward and empower us to navigate the ever-evolving landscape of Quality Assurance in Higher Education.

NAVIGATING THE PATH TO EXCELLENCE

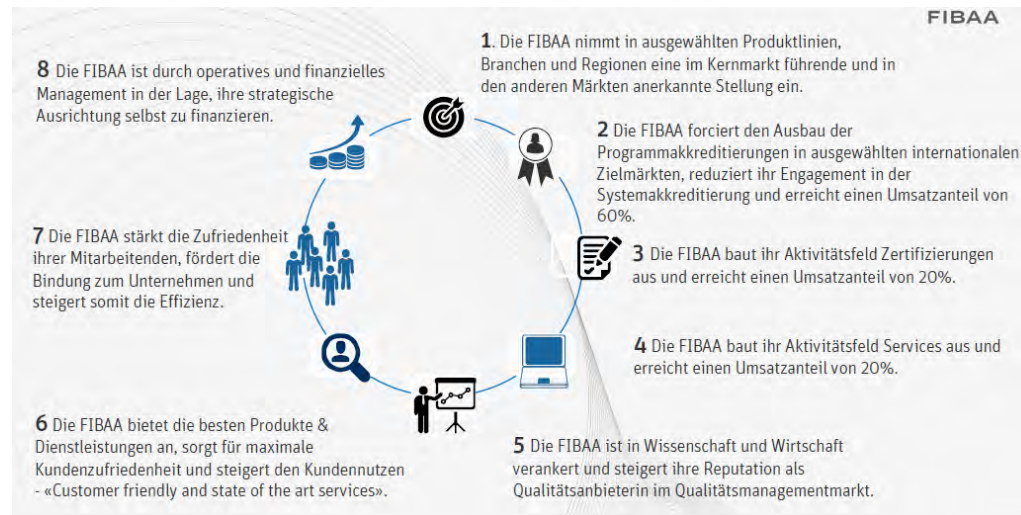
Within our strategic framework, we have identified eight overarching goals, each encompassing a range of sub goals, that will shape FIBAA's trajectory. These goals, carefully curated to align with our vision and values, provide a clear roadmap for our efforts to advance the quality and global impact of Quality Assurance in Higher Education.

FOCUSING ON FUTURE SUCCESS

As we set our sights on the upcoming years, we anticipate an exciting phase of implementation and progress. One key aspect of our strategic roadmap involves the development of concrete measures for each sub goal identified within our framework. Recognising the importance of accountability and measurable outcomes, we are committed to creating robust metrics and evaluation mechanisms to gauge our progress towards achieving these sub goals.

By establishing clear and tangible measures, we will be able to track our advancements, identify areas for improvement, and make informed decisions that drive us closer to our ultimate objectives.

This dedicated focus on creating measures for every sub goal ensures that our efforts remain aligned, transparent, and impactful, propelling us forward on the path to excellence.



Course for Success: Our Eight Strategic Goals

COVID Framework and FIBAA Home Office Strategy

NAVIGATING CHALLENGES WITH AGILITY

In 2022, we encountered the continued challenges posed by the ongoing pandemic and had to adapt our plans in response. Building upon the measures implemented in 2020, we successfully navigated the circumstances by providing our services remotely and embracing a digital environment. This demonstrated that FIBAA not only certifies digital excellence but also sets an exemplary standard in the digital transformation of business services and procedures.

To ensure continuity, FIBAA equipped all team members with remote desktop capabilities, enabling us to seamlessly deliver our services, conduct digital On-Site Visits as part of accreditation procedures, and regularly engage in digital meetings and video calls. By swiftly adapting to the digital landscape, we continued to fulfil our mission and support our accredited Higher Education institutions and certified education pro-

viders with unwavering dedication, all while prioritising the health and safety of our team members.

EMBRACING VIRTUAL SOLUTIONS: ENHANCING EFFICIENCY AND A CUSTOMER-ORIENTED APPROACH

To ensure uninterrupted operations in a professional and customer-oriented manner, we implemented several measures and made concerted efforts to adapt to the changing circumstances. We established two media rooms equipped with professional conference equipment, facilitating seamless virtual gatherings. Additionally, we extended licenses for video conferences, incorporating simultaneous translation capabilities to enhance communication across language barriers. Regular virtual meetings became a norm, fostering ongoing collaboration and engagement. Through a dedicated chat tool, synchronous virtual exchanges enabled efficient and timely communication. The installation of Voice over IP (VoIP) enhanced our communication infrastructure, facilitating clear and reliable voice communication.

Furthermore, the implementation of a digital legally binding signature tool streamlined administrative processes. These collective efforts and measures

empowered us to conduct expert trainings, On-Site Visits, workshops, information events, as well as the meetings of the FAC-C and the FIBAA Foundation Board in a successful virtual manner. Despite the challenges faced, we remained committed to maintaining the highest standards of service delivery and customer satisfaction throughout this period of transition.

UNLOCKING NEW POSSIBILITIES: ACCELERATING EXPERT RECRUITMENT AND STREAMLINING PROCEDURES

The shift to virtual procedures presented us with numerous chances and opportunities. One significant advantage was the ability to recruit experts more efficiently, especially for procedures conducted abroad. By decoupling the preparation of procedures from On-Site Visits, we could intensify and streamline the expert's involvement. This enabled us to expedite the process and find appointments for meetings more promptly, resulting in enhanced productivity and a smoother work-flow. The digital landscape opened doors to new possibilities, enabling us to maximize efficiency and capitalise on the benefits of virtual engagement.

Internal Digital Transformation

UNLEASHING THE POWER

As part of our ongoing internal digital transformation, we implemented several initiatives aimed at enhancing our work environment and embracing remote work flexibility. One key aspect of this transformation was the implementation of a cloud-based solution, specifically CLOUD [Microsoft 365], which enabled seamless collaboration, document management, and communication across our organisation.

Additionally, we consolidated our operations onto a single floor, streamlining our workspace and optimising resource allocation. This transition included the adoption of a flex desk approach, where employees no longer had assigned workstations but instead chose their workspace on a daily or weekly basis. Through desk sharing, multiple individuals utilised the same office, maximising space utilisation while promoting teamwork and collaboration. To support this shift, we also implemented clean desk practices, minimising shelves and personal items to create a clutter-free environment. Moreover, we established a remote workspace that allowed employees

to work from various locations, ensuring access to necessary resources through a booking tool for offices, meeting rooms, parking spaces, and more.

As we embarked on this transformation, we were mindful of maintaining a strong sense of connection and personal interaction among our team members. We developed measures to facilitate regular in-person meetings, such as implementing fixed meetings to be conducted in person. Corresponding adjustments were made to our guidelines to ensure a smooth transition and effective implementation of these new practices. Through this comprehensive approach, we embraced the possibilities of digital transformation while nurturing a flexible and collaborative work environment for our employees.

STREAMLINING PROJECT MANAGEMENT: IMPLEMENTING ASANA, A POWERFUL TOOL FOR EFFICIENCY

FIBAA has undergone numerous changes in the past years, including shifts in team composition and the implementation of digitalisation.

In response to these developments, we adjusted to the new landscape and made digitalisation an integral part of our

products and services. Our ongoing objective was to develop and promote digital processes that aligned with our commitment to quality and supported our development goals.

As part of this initiative, we introduced “Asana” as a planning, communication, and collaboration tool for tasks and projects. We went through a preparation phase and successfully achieved the go-live in Week 22, integrating Asana seamlessly into our daily operations. Our mid-term goal was to enhance and optimise work-flow organisation, capacity management, and team collaboration.

To ensure a smooth transition and adoption of Asana, we accompanied its introduction with transparent communication strategies. We also planned and conducted user training sessions to equip our team members with the necessary skills and knowledge. This allowed us to overcome any challenges and facilitate the integration of Asana into our working processes.

By embracing the implementation of Asana and promoting digital transformation, we aim to strengthen our efficiency, improve communication, and foster collaboration within the FIBAA Team.

FIBAA TEAM NEWS

Welcoming New Faces and Bidding Farewell to Valued Colleagues

In this chapter, we would like to highlight personnel changes within the FIBAA Team. In 2022, we have experienced both departures and new arrivals, each contributing to the dynamic growth and evolution of our Team.

As we navigate these personnel changes, we remain committed to fostering a supportive and inclusive work culture that empowers every team member to thrive and reach their full potential. We believe that by harnessing the collective talents and expertise of our team, we will continue to deliver exceptional services and uphold our commitment to excellence in the field of international accreditation, certification and quality assurance.

FAREWELL AND GOODBYE

Firstly, we express our heartfelt gratitude to our departing colleagues – Vera Henkel, Weronika Stefanska and Sylvia Lange – for their valuable contributions and dedication during their time with FIBAA. Their expertise and commitment have been instrumental in driving our mission forward, and they will be missed. We extend our best wishes for their future endeavours and thank them for their significant impact on the FIBAA community.

Luckily, despite relinquishing her permanent position at FIBAA, Olga Leshchanskaya remains actively engaged with us on a freelance basis.



Weronika Stefanska



Sylvia Lange



Vera Henkel



Olga Leshchanskaya

A WARM WELCOME

At the same time, we are thrilled to welcome our new team members, who bring fresh perspectives, skills, and ideas to the FIBAA family. Their diverse backgrounds and experiences will undoubtedly enrich our collaborative environment, fuelling innovation and ensuring continued excellence in our services. We are excited to embark on this journey together and look forward to the valuable contributions they will make to our team.



Elisabeth Rosenthal
Division Manager



Estefanía Guzmán
Projectmanager



Gina Romanos
Advisor to the Managing Director



Yelena Isteleulova
external Projectmanager



Nina Rotermund
Projectmanager

Honouring Employee Anniversaries and Jubilees

CELEBRATING MILESTONES

In this section, we take great pride in celebrating the employee anniversaries and jubilees within our team. It is a special occasion to honour and recognise the dedication, commitment, and hard work of our valued team members who have reached significant milestones in their careers with us. These anniversaries not only signify the longevity of their service but also symbolise the strong bond and shared journey we have embarked upon together.



Jule Wermuth
Office Management

April marked the milestone of 21 years since Jules journey with FIBAA began. We would like to express our heartfelt gratitude for your unwavering commitment and outstanding contributions to our team.

Her daily work at FIBAA has been nothing short of remarkable, and we are incredibly fortunate to have her as part of our team. Her professionalism, loyalty, reliability and patience are qualities that not only enrich the dynamics of our team but also inspire others to strive for excellence.

She consistently demonstrates exceptional leadership and problem-solving skills, always having a plan A, B, or C at hand for any situation. Her dedication and resilience make her a role model on all levels of our organisation, setting a shining example for others to follow.



Martin Rockenfeller
Finance & HR, Controlling

October marked a significant milestone of 10 years since Martins journey with FIBAA began. On this special milestone, we extend our appreciation for his remarkable achievements and the significant impact he has made at FIBAA.

As Deputy Managing Director, his expertise and guidance have been invaluable. His involvement in Controlling, Finance, and HR further highlights the breadth and depth of his contributions.

His competence, straightforwardness, and reliability make him a trusted and respected colleague. Moreover, his ability to inject humour into any situation with his ready supply of humorous anecdotes adds joy and camaraderie to our work environment.

Team Spirit

FIBAA SHINES AT THE BONN COMPANY RUN

It was a vibrant and diverse team representing various business areas of FIBAA that gathered at the start line of the Bonn company run in August. From programme accreditation to Consult, and Marketing, our team comprised individuals with different levels of enthusiasm for running, including both seasoned enthusiasts and self-proclaimed “Sport-Muffel.” However, united as a team, we embarked on the course together, fuelled by the collective spirit and determination.

The support and encouragement from our colleagues and Managing Director, Diane Freiberger, added an extra boost to our motivation. As we ran, we were cheered on by fellow FIBAA members and colleagues from other departments, fostering a sense of camaraderie and unity.

We celebrated the opportunity to participate in the Bonn company run after a two-year break, and it was a testament to the resilience and dedication of the FIBAA community.



FIBAA EXPERTS

Driving Growth and Collaboration

The business area of FIBAA Experts has experienced significant development, reflecting our commitment to excellence and diversity. Today, our FIBAA Expert pool boasts an impressive count of over 850 individuals, with approximately 300 of them being women. We are proud to see the increasing representation of women in FIBAA Expert teams, as demonstrated by the progressive growth of the women's quota over the years.

In 2018, the women's quota stood at 27.6%, and we have made remarkable strides since then. By 2021, the percentage had risen to an impressive 42.9%. As we eagerly look ahead to the figures for 2022, we anticipate further progress.

Our efforts to expand the reach and impact of FIBAA Experts are also reflected in the formation of FIBAA Expert teams. In the first quarter of 2022, we successfully established 42 FIBAA Expert teams, a testament to

the growing demand for our specialised expertise. Although the number slightly decreased to 33 in the second quarter of the same year, it still exceeded the figures from 2021 when we formed 16 new FIBAA Expert teams.

However, with growth comes new challenges. We recognise the need to adapt to evolving requirements for our FIBAA Expert teams, including the need to cater to specific countries like Indonesia, address specialised subjects, manage large clusters, incorporate local planning, and involve practice representatives. While this presents challenges, it also allows for longer lead times and more long-term planning, enabling us to deliver high-quality services that meet the evolving needs of our customers and stakeholders.

To foster collaboration and knowledge sharing, we initiated the first open exchange between FIBAA Experts and the FIBAA Team in June 2022. This event received an overwhelmingly positive response, motivating us to continue organising such exchanges in the future, promoting an atmosphere of mutual learning and growth.

Additionally, in September and October, we were offering Training Workshops for Institutional, International, and System-Accreditation to further empower and

enhance the skills of our esteemed FIBAA Experts.

We remain committed to nurturing the development of FIBAA Experts, harnessing the expertise of our diverse pool of professionals, and adapting to meet the evolving demands of the higher education landscape. Together, we are shaping the future of accreditation, certification and quality assurance, and we look forward to the continued growth and success of FIBAA Experts in the years to come.

Interview Series on Women in FIBAA Expert Teams

CELEBRATING WOMEN'S PERSPECTIVES

Welcome to our captivating interview series, shining a spotlight on the exceptional women who are making a profound impact in the world of accreditation, certification and quality assurance in higher education. In this empowering series, we delve into the stories, experiences, and insights of women who have excelled in their respective fields within FIBAA Experts teams. Through these engaging conversations, we aim to highlight the achievements, challenges, and unique perspectives of these remarkable women, shedding light on their invaluable contributions to the advancement of quality assurance.

PROF. DR. STEFANIE HEHN



Source: Lawyer woman photo created by senivpetro – www.freepik.com

Head of Business Administration with a focus on Finance, Ludwigshafen University of Applied Sciences; Services and Consulting (FB III), working for FIBAA since 04.11.2019.

It is with great pleasure and passion that I have been working as a full-time professor at the University of Applied Sciences for Business and Society in Ludwigshafen since the winter semester 2018/2019. There, I hold the Chair of Corporate Finance & Capital Market Theory and have the privilege of leading the undergraduate Bachelor's programme "Business Administration with a Focus on Finance" as well as the postgraduate MBA programme "Digital Finance, Strategy & Accounting". At the same time, I also teach pretty much everything about the exciting subject area of "Finance" in Master's degree programmes. At our university, I am also vice dean of the "Services & Consulting" department and a member of the university senate.

As a sideline, I advise private and municipal companies on financial issues.

I have also been working as a FIBAA Expert with great enthusiasm and commitment for two and a half years and have already been able to accompany several accreditation procedures, internationally and nationally, in both online and face-to-face formats.

FIBAA asks: Why did you decide to become a FIBAA Expert?

What appeals to me about being a FIBAA Expert is that as an expert you gain a deep insight into the conception of study programmes and also the strategies of other higher education institutions as well as universities, and you can engage in a change of perspective. Being able to meet and exchange ideas as a sparring partner at eye level in this complexity with other specialist colleagues as well as the respective university administrations is demanding and at the same time very enriching. The composition of the review teams is also always extremely exciting; this offers the opportunity to network with international colleagues. At the same time, the on-site evaluations are always very interesting, and the supporting programme and evening events are extremely successful.

FIBAA asks: Hard work or child's play: What did your first procedure look like and what tasks did you take on?

Difficult to answer. In a way, both are true. What I found difficult about my first procedure, which involved the programme accreditation of an MBA programme at a private university, was the large number of criteria that had to be checked and weighed in the balance during the assessment. At the same time, the Model Law Ordinance (MRVO) is quite complex at first contact.

I found the work and the exchange in the review panel and with the FIBAA programme manager child's play and extremely inspiring. The reception was and the cooperation is always extremely professional and cordial, which makes working a pleasure.

FIBAA asks: Which projects or procedures are you working on and which tasks do you particularly appreciate?

I am currently working on two programme accreditations. Both procedures involve finance programmes (one at Master's level, one at MBA level) offered by national universities (one private, one public). I can't even say which I appreciate the most. So far, international as well as national projects, state and private,

have all been exciting, challenging and very interesting.

FIBAA asks: What personal/professional added value does being a FIBAA Expert offer you?

Through reviewing, I am always challenged with new contexts, new colleagues — all experts in the respective field. This is a lot of fun and offers challenges to always deal with the latest trends, the future skills in teaching as well as in business, and to be in an exchange about them. This sharpens the view and also offers the priceless opportunity to benefit from the best practice examples of other colleagues as well as lessons learned in teaching and research.

I also keep my finger on the pulse of accreditation requirements thanks to the excellent FIBAA Expert Trainings as well as the formal appointment as an assessor by the FIBAA Accreditation and Certification Committee, which honours me greatly. This helps me a lot in managing my own degree programmes as well as in my involvement in self-administration at my university.

FIBAA asks: Would you recommend working as an expert to (especially young) female academics and why?

Working as a FIBAA Expert gives young female academics in particular the opportunity to gain deep insights into various study programmes, institutions and strategies. The composition of heterogeneous teams supports exchange and promotes networking. Over time, you gain a well-founded overview of the academic landscape of your field of specialisation.

To be honest, however, I would like to point out that the time required must also be taken into account. The review and analysis of the usually extensive documentation, often one to two review days as well as the participation in the final report still have to find room in one's own schedule. But overall, from my own experience, I can emphatically recommend working as a FIBAA Expert.

FIBAA asks: What tips can you give to (especially young) female academics who are looking for a corresponding job?

Apply to FIBAA! Please feel free to contact me personally if you have any questions about the reviewer position.

FIBAA asks: Are there any points that we have forgotten that would still be important for you to mention?

All in all, I consider being a reviewer at FIBAA to be a challenging, demanding

and important job, which I would like to recommend to all interested parties. At the same time, the collegial cooperation and the appreciative exchange within one's own discipline as well as across disciplines are so much fun that I am always very happy to be appointed as FIBAA Expert for new procedures.

FIBAA asks: How would you complete the following sentence? FIBAA...

... is a first-class structured and recognised organisation with the highest review standards, which offers me as an expert an extremely valuable platform to come into eye-to-eye exchange with other colleges and universities in my field.

ADRIANA CACCIATORE



Source: Photo by TienDat Nguyen – Unsplash

Student representative, student at the University of Applied Sciences Munich Study Programme: Entrepreneurship and

Digital Transformation (M.A.), working for FIBAA since 01.03.2021.

FIBAA asks: Why did you decide to become a FIBAA Expert?

I am very interested in getting to know the education system at different higher education institutions across continents. I am also convinced that a good education system and quality assurance at universities are essential. I was very fascinated by the opportunity to be involved in this and to help shape the programmes.

FIBAA asks: Hard work or child's play: What did your first procedure look like and what tasks did you take on?

My first procedure was not child's play! Especially in the beginning, it was a challenge for me not to lose track of all the input and documents and to focus on the important information. However, the colleagues at FIBAA were very understanding and helpful, so that I was able to quickly familiarise myself with the processes and successfully master my first procedure.

As a student representative, I represent the students' perspective. A large area of responsibility is conducting interviews with students regarding their satisfaction with the university.

FIBAA asks: Which projects or procedures are you working on and which tasks do you particularly appreciate?

So far I have worked on concept and re-accreditations for degree programmes similar to my degree programme, Entrepreneurship and Digital Transformation. The accreditation procedures have taken place at various national as well as international universities. This makes the task particularly exciting. What I value most is the opportunity to exchange ideas directly with the students. Since we also have cross-continental projects, it is super exciting to get to know the different cultures and ways of working. The big challenge here is to gain the trust of the students in order to get the most truthful feedback possible.

FIBAA asks: What personal/professional added value does being a FIBAA Expert offer you?

At my university, I am the student representative for the Entrepreneurship and Digital Transformation degree programme. Through FIBAA, I have gained many insights into different degree programmes and universities, so that they give me inspiration on how my own degree programme can be improved. I have been able to bring these suggestions to the committees at my university and they have al-

ways been very much appreciated so far. Personally, the FIBAA expert activity offers me the added value that I can not only broaden my cultural horizons through contact with people from different cultural backgrounds, but above all my communication skills are also improved.

FIBAA asks: Would you recommend working as FIBAA Expert to (especially young) female academics and why?

If there is an interest in different education systems around the world, then definitely! It offers the opportunity to learn about different cultures and new courses of study. You get a good overview of the different education systems around the world during this activity. So far, all FIBAA employees have been very nice and open-minded. So it's a great opportunity for me to earn money alongside my studies.

FIBAA asks: What tips can you give to (especially young) female academics who are looking for a corresponding job?

Be curious and open-minded! And remember one thing — there are no stupid questions! As a young team member, you bring a completely different perspective compared to experienced professors. But that doesn't mean that your opinion

is worth less, on the contrary — that's exactly why your perspective is an added value!

FIBAA asks: Are there any points that we forgot to mention that are still important to you?

I have one more comment: I only worked at FIBAA in Corona times, which is why all my projects took place online. That worked very well. Nevertheless, I am very much looking forward to working with FIBAA to travel to the various locations and to get to know the students and professors from the various universities in person.

FIBAA asks: How would you complete the following sentence? FIBAA...

...is a great organisation for quality assurance & development in academic education, and the perfect side job for students to get a holistic view of how education is designed worldwide.

PROF. DR. KRISTINA STEINBISS



Source: Conference meeting photo created by gpointstudio – www.freepik.com

Prof. Dr. Kristina Steinbiß, active for FIBAA since 05/2019, has been a professor of general business administration with a focus on marketing at the ESB Business School at Reutlingen University since 2004. Her research focuses on strategic marketing with a focus on sustainable consumer behaviour, customer journey, brand management and control. She is also enthusiastic about integrating the TRIZ method into marketing.

FIBAA asks: Why did you decide to become a FIBAA Expert?

Accreditation seals are important orientation factors for students when choosing their university. Especially as a dean of studies, which I was at the time of my first reviewer position at FIBAA, I regularly became aware of the relevance of such quality features. Since I have always enjoyed being involved in the continuous improvement of my degree programme, it made sense to also do this across universities as an assessor for FIBAA, thus ensuring the quality assurance of our education system.

FIBAA asks: Hard work or child's play: What did your first procedure look like and what tasks did you take on?

It was exciting and a lot of fun, but it certainly wasn't child's play! For me, it was a real challenge to work through all

the specifications and regulations and to measure the documents of the first university I reviewed against them. I was lucky that I was appointed to a very experienced committee, from which I received a lot of valuable advice that has stayed with me to this day.

FIBAA asks: Which projects or procedures do you work on and which tasks do you particularly value?

In the last few years I have been fortunate enough to be able to accompany very different procedures. I have been able to get to know programme, institutional and concept accreditations at private and state universities in Germany and abroad. This diversity and the associated task of always having to adapt to new situations, cultures and interlocutors is what I enjoy.

FIBAA asks: What personal/professional added value does being a FIBAA Expert offer you?

Through the previous procedures, I have not only been able to gain valuable input for optimising processes at my own university, but the expansion of my network to other universities and subject areas is also an important added value of my work as a FIBAA Expert.

FIBAA asks: Would you recommend working as an expert to (especially young) female academics and why?

I think that a few years of experience in higher education are certainly a good basis for working as a FIBAA Expert. If you have that, I think there is nothing standing in the way of this activity, which broadens one's horizons considerably.

FIBAA asks: How would you complete the following sentence? The FIBAA...

...-activity is fun for me — I am looking forward to future projects!

PROF. DR. ERIKA SPIESS



Source: Colleagues working together project – www.freepik.com

Prof. Dr. Erika Spieß is an associate professor of business and organisational psychology at LMU Munich. Until 2020 I was an academic councillor at the Chair of

Business and Organisational Psychology, Prof. Brodbeck, since then I have held various teaching positions at private universities, in the senior studies programme at LMU and at the University of Innsbruck. My research topics include cooperation in organisations, intercultural action in business-related contexts, stress and health in working life, integration of migrant workers, and I have published articles in books and journals.

I have been working as an assessor at FIBAA since 2018 and have already accompanied several accreditation procedures in both online and face-to-face formats.

FIBAA asks: Why did you decide to become a FIBAA Expert?

There was a request! I also work for other accreditation agencies.

FIBAA asks: Hard work or child's play: What did your first procedure look like and what tasks did you take on?

Unfortunately, I can't remember the first time very well, as I already had expertise with such procedures. There is always a lot of material to sift through and process, but you gain routine if you do it more often. You are also very well looked after by the FIBAA team. I usually do the interviewing with the researchers and lecturers.

FIBAA asks: What personal/professional added value does being a FIBAA Expert offer you?

I gain insight into different higher education institutions, and I find the conversations with members of the higher education institutions at all levels – students, administration, teaching staff, management – particularly interesting. You can ask critical questions in the hope that this will make a difference. There are also opportunities to exchange ideas with colleagues and to network. Unfortunately, I have not yet been able to accompany an international procedure at FIBAA, which would be very interesting to me.

FIBAA asks: Would you recommend working as an expert to (especially young) female academics and why?

I would recommend it because of the insight, also because of possible contacts. However, it is not a little work to work your way through all the documents.

FIBAA asks: How would you complete the following sentence? FIBAA...

...is very well organised. The procedures are handled professionally, you are well looked after as an assessor and the assessors are given the chance to optimise their study programmes.

KARIN FERRING



Source: Karin Ferring

Karin Ferring studied business administration at the University of Cologne. Professional experience initially in a smaller publishing house specialising in publications on study and career choices and in a personnel consultancy. In 1991, moved to the Bosch Group with assignments at various locations in different HR functions. Most recently HR manager at the Bosch plant in Eisenach until taking early retirement in 2012.

Since then, she has been active as a freelancer and mainly in an honorary capacity, including EFQM assessor until 2019 at ilep – Initiative Ludwig-Erhard-Preis, member of the supervisory board of Diakonie Thüringen until mid-2022, member of the board of directors of Diakonissenhausstiftung Eisenach, training supervisor at SES Senior-Experten-Service.

FIBAA asks: Why did you decide to become a FIBAA Expert?

An ex-colleague who works as an expert for ASIIN drew my attention to the accreditation topic. My professional experience in the HR sector, my involvement in company certifications and finally my work with the EFQM model as well as my training as an EFQM assessor offered numerous points of contact, so I applied to FIBAA. In 2013 I took part in the first accreditation, then a longer interruption, since 2017 I have regularly taken part in one to four accreditations per year.

FIBAA asks: Hard work or child's play: What did your first procedure look like and what tasks did you take on?

Within the accreditation procedures, I represent the perspective of the companies. One focus is the employability of students or graduates, the quality management system including evaluations, employer and alumni surveys as well as measures/improvements derived from these, the further development of the study programmes, etc.

So far, I have only participated in programme accreditations (initial and re-accreditations).

FIBAA asks: What personal/professional added value does being a FIBAA Expert offer you?

The composition of the expert teams usually results in interesting encounters and discussions, and you also gain a very good insight and overview of current developments in the higher education landscape and its study programmes. By the way, this topic has been with me since I graduated. The On-Site Visits to the universities are also always impressive. For me, the activity is a broadening of horizons.

FIBAA asks: Are there any points that we have forgotten that would still be important for you to mention?

My last face-to-face accreditation took place in February 2020. Since then, all assessments have been carried out digitally. However, I have to admit that I enjoyed the On-Site Visits much more. The get-to-know-you round alone the evening before was always exciting and interesting. There was also much more spontaneity in the discussions with the university representatives, and I found that the on-site procedures were more profound; not least because an On-Site Visit provides completely different insights. For this reason, I very much hope that face-to-face accreditations will soon become standard again.

FIBAA asks: How would you complete the following sentence? FIBAA...

...is an international accreditation agency that is characterised above all by very competent project leaders who moderate the assessment procedures very professionally and guarantee a well-founded assessment.

FH PROF. DR. CLAUDIA
MÖSSENLECHNER



Source: FH Prof. Dr. Claudia Mössenlechner

I have been a full-time professor of Communication & Leadership at MCI Innsbruck, the Entrepreneurial School® for over 20 years now. After heading the teaching committee for four years, I have been involved in the management of the college for five years. Furthermore, as Associate Dean, I head the department of MCI Learning Solutions, a department that deals with innovative concepts of university didactics, quality assurance of teaching and online teaching. The MCI launched its first online degree programmes in 2014. Here I am also heavily involved in the conceptual development.

FIBAA asks: Why did you decide to become a FIBAA Expert?

Indirectly, being a FIBAA Expert is also an opportunity to help shape the higher education sector. Working as a FIBAA Expert enables direct exchange with colleagues from the European higher education area. On the one hand, this is at the level of the team of reviewers, and on the other hand, through discourse with the higher education institution. In my view, collegial feedback is one of the most important instruments for further development. Accreditations and certifications are regularly recurring peer procedures in which the structures and quality management systems of higher education institutions are examined very closely. This is always also in the sense of the university's further development.

Discussions with other FIBAA Experts also sharpen one's own perspective and at the same time broaden one's view of structures and conceptual approaches in quality management. This is particularly important against the background of the shaping of a European Higher Education Area. After all, we should all have similar ideas about quality in order to be able to support students in the best possible way. The standards for accreditations and certifications by FIBAA enable a structured discussion here.

FIBAA asks: Which projects or procedures are you working on and which tasks do you particularly value?

I have just come from a system accreditation and am also repeatedly involved in assessments for the certification of the FIBAA seal ‘Excellence in Digital Education’. This seal, which FIBAA created, is particularly exciting against the backdrop of current and rapid developments. From my point of view, FIBAA has taken up a key point of the teaching of the future. Higher education teaching will continue to adapt and change in terms of the ‘space’ in which it takes place. From this point of view, the FIBAA seal can also offer guiding criteria for strategic discussions within higher education institutions.

I particularly enjoy the assessments and discussions associated with the awarding of the seal, as I myself have been involved in the conception, design and implementation of online programmes for years. It is simply exciting to find collegial exchange and to be able to share points of view in the evaluations.

FIBAA asks: What tips can you give to (especially young) female academics who are looking for a corresponding job?

I can only recommend a FIBAA Expert position at FIBAA to young academics working in higher education in particular. Not only do they gain access to an excellent network, but through the discussions that take place during an appraisal, they can gain a very good and detailed insight into higher education policy, strategic orientations of higher education institutions and important factors for the development and quality assurance of study programmes. These are unique experiences that can also shape one’s own higher education career.

FIBAA asks: Are there any points we forgot to mention that would still be important to you?

FIBAA is a very experienced, internationally oriented organisation that applies very professional standards in its discourse-oriented way of working, which, for example, does not disregard the professional relevance of curricula and programmes. The FIBAA committees work very closely together, which also facilitates the review procedure. I would also like to thank you for the professional level of organisation and the always very friendly support in all organisational matters and for the trust you have placed in us.

FIBAA asks: How would you complete the following sentence? FIBAA...

...is a very experienced, professional organisation that ensures quality in the European higher education sector through its standards and certifications and also, especially through the certification ‘Excellence in Digital Education’, points out forward-looking evaluation criteria for the further development of universities and higher education institutions.

In addition, the cooperation with FIBAA is characterised by a network of dialogue-oriented experts and the support of extremely professional employees.

Thank you!

Deciding on Excellence

As the driving force behind quality management and development in higher education, the FIBAA Accreditation and Certification Committee (F-ACC) is dedicated to fostering transparency, providing essential guidelines, and ensuring the highest standards of quality. Serving as our central decision-making body, the F-ACC meticulously assesses the academic quality of study programmes and continuing education courses, meticulously aligning them with our stringent FIBAA quality requirements. With the authority to grant accreditations and certifications, the F-ACC plays a vital role in upholding our commitment to excellence.

In addition to its role in maintaining rigorous standards, the F-ACC remains at the forefront of innovation, actively monitoring emerging trends and advancements in the higher education sector. By staying informed and adaptable, we ensure that our accreditation and certification procedures as well as quality development initiatives are always at the cutting edge.

FIBAA stands as a beacon of reliable support in quality development, providing continuous guidance to institutions and stakeholders. Through regular meetings, the F-ACC guarantees the consistent and dependable assistance required to navigate the accreditation and certification procedures successfully. Together, we strive to elevate the standards in higher education quality assurance and drive positive change in the pursuit of academic excellence.

FIRST MEETING IN FEBRUARY

Wednesday, March 23, 2022: The FIBAA Accreditation and Certification Committee (F-ACC) held its first meeting of the year, marking an important milestone in the accreditation procedure. As the pivotal body responsible for making final accreditation decisions and awarding the prestigious FIBAA seal, the F-ACC plays a vital role in recognising the exceptional quality of Higher Education Institutions.

During this meeting, we were delighted to extend a warm welcome to Adriana Cacciatore, who joined the committee as a newly elected student member. We expressed our gratitude to Jens Weibezahn for his valuable contributions as a student member and bid him farewell.

Looking back, the F-ACC was established in a foundational meeting on February 26, 2021. The committee elected Prof. Weigand from WHU Otto Beisheim School of Management as the board member, alongside Dr. Tomaschitz from AVL List GmbH, Prof. Thuy from IUBH International Higher Education Institution, and Prof. Troßmann from Hohenheim University as vice board members. Additionally, a new FIBAA Expert Committee was elected, comprising representatives from academia, professional practice, and the student body.

During the meeting, the F-ACC addressed various operational matters, engaging in discussions and making resolutions on national and international accreditation procedures. Notably, the “Accounting and Auditing” (M.Sc.) study programme offered by Ruhr University Bochum and Westfälische Wilhelms-Universität Münster received a positive accreditation notification. This type of accreditation procedure, combining programme accreditation with the suitability for training auditors, is rare and highlights the programme’s exceptional quality.

Furthermore, we are thrilled to announce the System Accreditation of the UE – University of Europe, which underscores our commitment to recognising excellence across diverse education-

al institutions. The meeting also saw the accreditation of 17 international study programmes and one international higher education institution, reflecting the global reach and impact of FIBAA's accreditation procedures.

The F-ACC's first meeting of the year showcased the commitment to excellence, rigorous evaluation, and the continuous pursuit of quality in higher education. We look forward to further successful accreditation procedures and the valuable contributions of our esteemed committee members.

SECOND MEETING IN MAY

Wednesday, June 29, 2022: The FIBAA Accreditation and Certification Committee (F-ACC) convened for its second meeting of the year, serving as a significant milestone in the accreditation and certification procedure. As the principal body within FIBAA, the F-ACC plays a pivotal role in making final decisions and awarding the esteemed FIBAA Quality Seal upon the culmination of rigorous accreditation or certification procedures.

During this meeting, we extended our heartfelt congratulations to all Higher Education Institutions and providers of continuing education for their remarkable achievements. It was a testament to their commitment to excellence and continuous improvement.

We would like to highlight two noteworthy accomplishments:

Kuehne Logistics University has been awarded the prestigious FIBAA Quality Seal for accredited Programmes in the Quality Category "Premium", recognising their exceptional quality and adherence to FIBAA's stringent standards.

Swiss Connect Academy has become the first provider of continuing education to receive the FIBAA Quality Seal "Excellence in Digital Education"® in the Quality Category "Premium". This certification acknowledges their outstanding commitment to delivering high-quality digital education. An official ceremony to celebrate this achievement was held in September.

These achievements exemplified the dedication of educational institutions and providers to delivering exceptional learning experiences and maintaining the highest standards of quality. We are proud to recognise their accomplishments and look forward to contin-

uing our support in their pursuit of excellence.

The F-ACC remained committed to upholding the integrity of the accreditation and certification procedure, fostering a culture of continuous improvement in higher education, and recognising outstanding achievements in the field. We congratulated all those involved and express our appreciation for their contributions to the advancement of quality education.

THIRD MEETING IN SEPTEMBER

Wednesday, September 28, 2022: The FIBAA Accreditation and Certification Committee convened.

We were particularly thrilled to highlight the remarkable accomplishment of Hochschule Coburg, as they received the esteemed FIBAA Quality Seal for accredited Programmes in the Quality Category "Premium" in Financial Management – MBA.

This recognition underscored their dedication to excellence in education and their commitment to meeting FIBAA's stringent quality standards. We commended Hochschule Coburg on this outstanding accomplishment.

FOURTH MEETING IN NOVEMBER

For the last time in 2022, the FIBAA Accreditation and Certification Committee convened.

Let's highlight some noteworthy accomplishments, both nationally and internationally:

In Germany, SRH Berlin University of Applied Sciences was awarded the prestigious FIBAA Quality Seal for accredited Programmes in the Quality Category "Premium" – marking their second accreditation (previously in 2015). The accredited programme is International Management (M.A.).

We are also pleased to announce that we have granted our first-ever FIBAA Quality Seal for accredited Programmes in the Quality Category "Premium" in Indonesia to Universitas Airlangga, Surabaya. Out of a total of four clusters with 13 study programmes, the following four programmes have successfully met the criteria:

- Bachelor of Islamic Economics (Sarjana Ekonomi Islam (S.EI.))
- Master of Islamic Economics (Magister Sains Ekonomi Islam (M.SEI.))

- Bachelor of Accounting Programme (Sarjana Akuntansi S.A.)
- Master of Accounting Programme (Magister Akuntansi M.A.)

In addition to accreditation procedures, the meeting on November 26th also included personnel changes. FIBAA is delighted to welcome Prof. Dr. Ernst Troßmann as the new chairman of the FIBAA Accreditation and Certification Committee. We look forward to a productive and collaborative partnership. At the same time, we bid farewell to Prof. Dr. Jürgen Weigand, who has stepped down from his position as Committee President after many years of dedicated service due to time constraints.

FIBAA ACTIVITIES

Creating Excellence

Accreditation plays a vital role in ensuring the quality and recognition of higher education institutions and their study programmes. FIBAA with its Accreditation and Certification Committee, conducts rigorous evaluations for both national and international accreditations and certifications. These procedures encompass programme accreditation for Bachelor's and Master's study programmes, as well as institutional accreditation for entire higher education institutions. Additionally, FIBAA offers certifications with quality seals for continuing education courses, including the FIBAA Quality Seal for Certification and the FIBAA Quality Seal "Excellence in Digital Education"[®]. These seals provide recognition and assurance of quality in various educational contexts, ranging from certificate courses to digital education initiatives. Through its accreditation and certification procedures, FIBAA contributes to the enhancement and maintenance of high-quality education in both traditional and innovative learning environments.



FIBAA QUALITY SEAL "EXCELLENCE IN DIGITAL EDUCATION"[®] — TRADEMARK REGISTRATION IN THE EU

The FIBAA Quality Seal "Excellence in Digital Education"[®] is a prestigious recognition that signifies the high quality and standards of digital teaching and learning formats. This seal has obtained trademark registration in the European Union in March 2022, further solidifying its credibility and distinction. By under-

going a comprehensive evaluation procedure, educational institutions demonstrate their commitment to delivering exceptional digital education experiences. The FIBAA Quality Seal not only ensures the continuous development and improvement of digital teaching but also establishes comparable benchmarks and enhances the visibility of online learning excellence. With this seal, institutions can showcase their dedication to providing innovative and effective digital education to students, creating a strong foundation for future advancements in the field.

Certification Activities

FH DES BFI WIEN

On 25 January 2022, our Managing Director, Diane Freiberger, ceremoniously presented the certificate for the FIBAA Quality Seal “Excellence in Digital Education”® to the University of Applied Science des BFI Wien (UAS BFI Vienna).

Congratulations to the University of Applied Science des BFI Wien, especially you, Andreas Breinbauer (Chancellor at UAS BFI Vienna), your teams and all those involved who contributed to this great success.

Certification by the FIBAA Quality Seal “Excellence in Digital Education”® ensures the quality development of digital teaching, creates comparable standards for digital teaching and learning formats and makes the quality of online teaching visible.

INTERNATIONAL UNIVERSITY

After our pilot procedure, we were able to award for the first time our FIBAA Quality Seal “Excellence in Digital Education”® in the Quality Category “Premium”.

Our Managing Director, Diane Freiberger, had the chance to take part in the festivities and personally present the certificate at the campus of the IU International University in Bad Reichenhall, Germany.

The objective of our seal is to evaluate digital teaching and learning formats at universities: The seal thus answers the question of whether a higher education institution has achieved the relevant standards for the quality-assured continuation of new teaching and learning formats.

During the procedure, our independent team of experts put IU International University through its paces in the following five standards:

1. Strategy for the digitalisation of the teaching-learning offer
2. Personnel
3. Technology
4. Didactic design
5. Quality assurance

SWISS CONNECT ACADEMY

The Swiss Connect Academy is the first non-university institution to receive our innovative FIBAA Quality Seal “Excellence in Digital Education”® in the Quality Category “Premium”. Congratulations!!

Our Managing Director, Diane Freiberger, had the chance to take part in the festivities and personally present the certificate in Zurich, Switzerland.

The objective of our seal is to evaluate digital teaching and learning formats: The seal thus answers the question of whether an institution has achieved the relevant standards for the quality-assured continuation of new teaching and learning formats.

As a result, FIBAA confirms that SCA offers excellent digital learning and even exceeds the FIBAA quality requirements in some standards.

Accreditation Activities – National Procedures



In the Accreditation of national procedures, a significant number of accreditation reports were submitted for evaluation. A total of 114 study programmes were included in more than 50 procedures, highlighting the commitment of educational institutions to maintaining and enhancing their programme quality. Contracts were also concluded, with 55 contracts for accreditation and FIBAA services, along with two contracts for quality loops, indicating a comprehensive approach to continuous improvement. A procedure at CBS International Business School was successfully completed.

Looking ahead to 2023, the PFH Private University of Applied Sciences Göttingen and the European Distance Learning

University Hamburg are scheduled to undergo procedures for accreditation.

Within the FIBAA Procedure according to the requirements of the German Accreditation Council four study programmes have achieved the prestigious FIBAA Quality Seal for accredited Programmes in the Quality Category “Premium”, indicating their exceptional quality and adherence to rigorous standards set by FIBAA.

Accreditation Activities – International Procedures



In international procedures, accreditation teams evaluate institutions and programmes from different countries, promoting global standards and fostering collaboration among educational institutions worldwide. This chapter focuses on the activities and outcomes of international accreditation procedures, highlighting the ongoing efforts to enhance the quality of education on a global scale.

In the accreditation procedure, a significant achievement has been made with more than 120 study programmes across almost 50 procedures successfully re-

ceiving accreditation. This accomplishment reflects the dedication and commitment of the universities involved in ensuring the quality and standard of their educational offerings. Additionally, three universities have also received Institutional Accreditation, recognizing their overall commitment to excellence in education. These accreditation outcomes not only demonstrate the continuous efforts of the institutions but also provide assurance to students and stakeholders that they meet established quality standards.

ON-SITE VISITS IN AUSTRIA, NORTHERN CYPRUS, NETHERLANDS, TURKEY, SWITZERLAND AND INDONESIA

In July, our Projectmanager Friderike Uphoff and the responsible FIBAA Expert Team travelled to Northern Cyprus in order to conduct an On-Site Visit for the re-accreditation of the Bachelor of Business Administration of the Cyprus International University. It was one of the first international visits that we have been able to conduct on-site since the outbreak of the pandemic and we greatly appreciate that.

We would like to thank the rector of the university Prof. Dr. Halil Nadiri and his team for the detailed insights, the interesting interviews and the courteous hospitality!

IMPLEMENTATION OF FIRST HYBRID PROCEDURES

On 31st August 2022, a delegation from Universitas Islam Negeri SUKA (Islamic State University of Sultan Agung) paid a visit. The delegation, consisting of faculty members and administrators, arrived in Bonn as part of an exchange programme aimed at fostering collaboration and sharing best practices in higher education. The visit was a valuable opportunity to strengthen international ties, promote cultural exchange, and enhance the academic experiences.



Names in order of appearance from left to right:

Prof. Dr. Harald Meier, Astrid Hock-Breitwieser, Vincent Körner, Prof. Dr. Reinhard Bachmann, Friderike Uphoff, Prof. Dr. Halil Nadiri, Prof. Dr. Olgun Cicek, Prof. Dr. Mehmet Toycan (Vice-Rector), Prof. Dr. Serkan Abbaso lu (Vice-Rector), Prof. Dr. Mehmet Ye iltan (Dean of Faculty of Economics and Administrative Sciences), Assist. Prof. Dr. Georgiana Karada (Head of Department of Business Administration), Assoc. Prof. Dr. Emrah Ahmet Erkurt (Vice-Rector), Assist. Prof. Dr. Ka an Do ruyol (Vice-Dean of Faculty of Economics and Administrative Sciences).

ON-SITE AT THE UIN SUKA



FIBAA carried out an On-Site Visit with five clusters at the UIN Sunan Kalijaga Yogyakarta, Indonesia.

This On-Site Visit was part of a very special procedure: FIBAA assessed a total of 18 study programmes in five clusters. Our Projectmanagers Adriane Janosch, Maya Köhler and Friderike Uphoff were on-site for a total of two weeks (from 17.10. – 28.10.2022) to conduct the procedures with the five expert teams.

We would like to thank the Rector of UIN Sunan Kalijaga, Prof. Dr. Phil Al Makin, and all the staff for the warm welcome, the interesting conversations and the great organisation and hospitality.

Special thanks to our FIBAA Expert Teams.

VISITING NARXOZ UNIVERSITY



We extend our heartfelt congratulations to Narxoz University and its managing directors, but especially to the programme directors of the programmes we have awarded, their teams and every single person who contributed to the success of this university.

Our Managing Director, Diane Freiberger, and our Division Manager for International Procedures, Viktoria Dermanowski, had the pleasure of visiting Narxoz University in the city of Almaty (the Republic of Kazakhstan) in an official ceremony, awarding our FIBAA Quality Seal for Programmes.

On behalf of Mag.a Freiberger, FIBAA would like to thank everyone, especially Miras Daulenov and

Samazhan Umirzakov, Vice Provost for Academic Affairs, for the warm welcome and hospitality.

WELL DONE,
KIMEP UNIVERSITY



Our Managing Director, Diane Freiberg, and our Division Manager for International Procedures, Viktoria Dermanowski, had the pleasure of visiting KIMEP University in the city of Almaty (the Republic of Kazakhstan) in an official ceremony, awarding our FIBAA Quality Seal for accredited Programmes.

We would like to congratulate KIMEP University and KIMEP President Prof. Dr. Chan Young Bang, Tim Barnett Provost and General Deputy to the President, Dr. Joseph Luke, Professor emeritus (former VPAA), Dr. Damian Riviez, Associate Vice-President of Academic Affairs (new VPAA), Dr. Heather McCollum, Dean of General Education, Bakytgul Tundikbayeva, Associate Dean of Quality Assurance but especially the programme directors of the programmes we have awarded, their teams and every single person who contributed to the success of this university.

Trainings, Workshops and Conferences

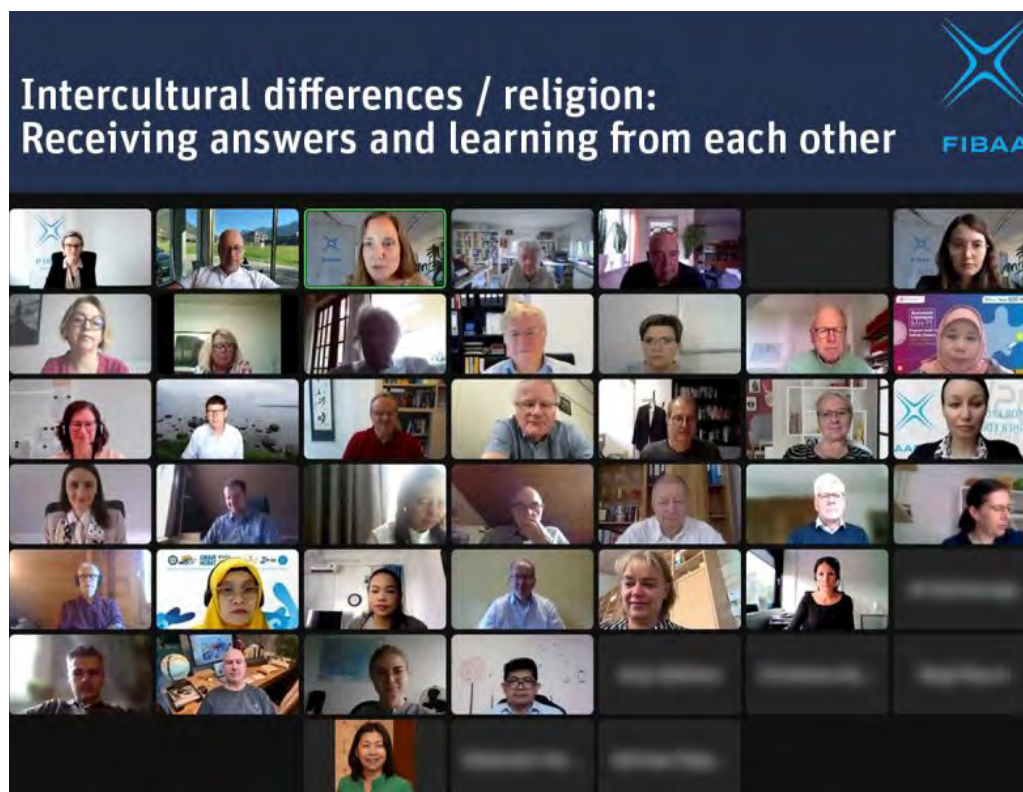
EXPERT TRAINING ON
RELIGION & CULTURAL
DIFFERENCES IN JUNE

The Open Online Exchange for FIBAA Experts provided a platform for experts to discuss diverse cultural backgrounds and religious beliefs and come together and engage in meaningful discussions. One of the key aspects of this exchange was the opportunity to explore and learn about intercultural differences and how they intersect with the field of education. Experts could share their perspectives, experiences, and knowledge, allowing for a deeper understanding of different cultural contexts and their impact on educational practices.

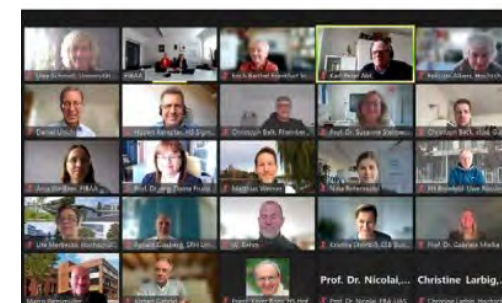
It was a pleasure to host 45 participants from all over the world: Indonesia, Vietnam, Kazakhstan, UK, Croatia, Turkey, Northern Cyprus and of course Germany. The aim of this Online Exchange was to stay in contact, keep an open mind, exchange views and finding answers – in order to learn from each other. Receiving detailed background information from our dear colleague Adriane

Janosch, we were able to hold a lively discussion on intercultural communication and its challenges while conducting international accreditations and certifications in accordance with FIBAA quality requirements. In addition, we continued in four smaller groups on specialised topics such as “assessment criteria”. FIBAA stands for reliable support in quality development and always appreciates open exchange and lively discussions.

The exchange of information and experiences in this online platform facilitated a mutual learning process among FIBAA Experts. Participants could broaden their horizons, challenge their assumptions, and gain a deeper appreciation for the diverse perspectives and practices in the global educational landscape. By embracing intercultural differences, including religious diversity, experts can contribute to creating more inclusive and culturally sensitive educational environments.



EXPERT TRAINING ON SYSTEM ACCREDITATION



FIBAA held an expert training session on the topic of system accreditation via webinar. 24 experts from academia, professional practice and student body accepted FIBAA's invitation.

In addition to a general explanation of §§ 17 and 18 MRVO (Model Law Ordinance), FIBAA presented how the effectiveness of the quality management system is tested on the basis of the random sample. Prof. Dr. Uwe Schmidt from the University of Mainz gave input on his experiences with system accreditation — both from the perspective of experts and from the perspective of higher education institutions.

This was followed by a lively discussion among the participants.

TRAINING ON THE GERMAN ACCREDITATION COUNCIL

On April 5, 2022, a German Accreditation Council expert training session was conducted. This training aimed to enhance the knowledge and skills of FIBAA Experts involved in programme accreditation according to the requirements of the German Accreditation Council. Participants had the opportunity to deepen their understanding of the accreditation criteria and evaluation methodologies specific to programme accreditation.

Another significant event was the FIBAA Expert Workshop on German Accreditation Council Accreditation Reports, which took place on May 4, 2022. This workshop focused on providing guidance and insights into the preparation and evaluation of accreditation reports. Participants gained valuable knowledge on how to effectively structure and present their reports, ensuring compliance with FIBAA's standards and requirements.

In addition, a series of events titled "The Accreditation Council in Dialogue" was organized, covering various topics related to accreditation. These dialogues served as platforms for exchanging ideas, discussing challenges, and exploring

innovative approaches in the accreditation procedure.

Furthermore, exchange rounds were held, featuring speakers from accreditation agencies and experts in the field. These sessions provided opportunities for knowledge sharing and collaboration among professionals involved in accreditation.

Lastly, the annual conference of the Trade Union Experts Network, which likely included representatives from various sectors, offered a platform for networking and discussing relevant topics related to accreditation.

INTERNATIONAL WORKSHOPS

Over the course of a designated period, a series of six workshops were conducted, engaging higher education institutions from Indonesia (four workshops) and Vietnam (two workshops). These workshops served as a platform for collaborative discussions and knowledge-sharing among participants. Notably, one of the workshops focused on the topic of institutional accreditation, marking the first time such a workshop was organized.

The workshops provided a valuable opportunity for participants to delve into various aspects of accreditation proce-

dures, including programme accreditation and institutional accreditation. Experts and representatives from different higher education institutions had the chance to exchange insights, experiences, and best practices related to accreditation standards, criteria, and evaluation methodologies.

With a focus on institutional accreditation, the workshop aimed to deepen participants' understanding of the holistic assessment of higher education institutions. Discussions revolved around strategic management, quality assurance systems, governance structures, and other essential factors that contribute to the overall quality and effectiveness of an institution.

By facilitating these workshops, FIBAA facilitated cross-cultural dialogue and fostered collaboration between higher education institutions in Indonesia, Vietnam, and potentially other regions. The exchange of knowledge and experiences in the field of accreditation can enhance the quality of higher education systems, promote international standards, and strengthen the institutions' capacities for continuous improvement.

- May 2022:
Diponegoro University, Semarang, Indonesia

Universitas Komputer Indonesia, West Java Province, Indonesia

- June 2022:



National Economics University (NEU), Hanoi, Vietnam

Van Lang University, Vietnam — INST

- November 2022



FIBAA offered a specialised workshop on the DEVELOPMENT OF STUDY PROGRAMMES on site in Bonn, Bad-Godesberg. 26 representatives from Universitas Hasanuddin, Indonesia participated

in person: Dean Prof. Dr. Abdul Rahman Kadir, SE., M.Si with his team from business faculty as well as Dean Prof. Dr. Hamzah Halim, S.H.M.H., MAP with his team from law faculty.

Our Managing Director, Diane Freiberg, gave input on the steps a university or Higher Education Institution has to take for the development of study programmes: from the idea to the determination of the module examinations.

This was followed by a lively discussion among the participants.

CONFERENCE PARTICIPATIONS AS SPEAKER

Thank you so much for the invitation to the ENQA: European Association for Quality Assurance in Higher Education Members’ Forum in Cardiff, 22 – 24 June



Members and affiliates — Quality Assurance Agencies from around Europe — gathered together, in order to discuss new ideas and developments in quality and quality assurance of higher education.

Many good conversations and contacts with other agencies took place and vivid exchange and we received interesting insights on ENQA’s work.

We noted a great interest in our FIBAA Quality Seal “Excellence in Digital Education”® and therefore appreciated the opportunity to present it as a reliable instrument for quality assurance of online education in a very profound Poster Session.

Conference INQA AHE FORUM 2022, Mexico (Sustainability Quality Assurance EDE).

FIBAA participated in the INQA AHE — International Network for QAAs in HE Forum 2022. Read an excerpt from our Managing Director’s speech with the title “Excellence in Digital Education”® — Sustainable Quality Assurance: Optimising Synergies between Artificial and Human Intelligence: “Almost overnight, and without asking us whether we wanted it or not, universities had to go into remote mode from one moment to the next because of corona. The order of the day was to switch to digital teaching. Many universities could build on a pool of different digital teach-

ing formats, but this was not a routine. The task for the future is now to take advantage of the opportunities presented by the situation that has been thrust upon us to continue to drive digital transformation at universities.

This is where FIBAA's Quality Seal and further development of digital teaching comes in. As part of an intensive review procedure and through pilot procedures, FIBAA developed the FIBAA Quality Seal "Excellence in Digital Education"®.

The FIBAA Quality Seal is viewed from various perspectives with regard to online teaching and, in this case, in connection with the "quality" of this teaching. The goal of the seal is to take into account the different perspectives of online teaching. To this end, five standards (digitalisation strategy, staffing, technical equipment, didactic design, and quality assurance) have been defined. As with the previous FIBAA Quality Seals, there will be different degrees of fulfilment for the individual standards.

The concept of the seal is currently very unique. The concept enables higher education institutions to reflect the diversity of educational biographies as well as their sustainability from a teaching perspective. In particular, the seal enables the university to further develop its digital transformation in relation to teaching and university-wide processes."

FIBAA Managing Director, Diane Freiberger, spoke at the VI Central Asian International Forum on Education Quality Assurance "Transnational Cooperation in the Global Educational Space", organised by the Independent Agency for Accreditation and Rating (IAAR Kazakhstan), held in the city of Almaty (the Republic of Kazakhstan), on October 7 – 8, 2022, in the premises of the Al-Farabi Kazakh National University.



Conferences like this one foster discussions and critical thinking on topics from experts across many disciplines and many countries. Finding common ground and common concepts is how we move forward!

FIBAA was very grateful to be asked to present as an opening speaker at this event and is looking forward to working in cooperation together.

CEENQA's thirteenth bi-monthly meeting took place on 16 November 2022 and included a FIBAA presentation on Quality Assurance Distance Learning.



FIBAA's Managing Director, Diane Freiberger, held a presentation on FIBAA's Quality Seal "Excellence in Digital Education"® – its criteria as well as its contribution to sustainability.

FIBAA participated in this year's Annual Academic Conference (AAC), hosted by APQN (Asia-Pacific Quality Network) in Singapore.



Diane Freiberger, Managing Director at Foundation for International Business Administration Accreditation – FIBAA,

gave a detailed presentation on how FIBAA's Quality Seal "Excellence in Digital Education"® contributes to quality assurance in a digital world.

For four days experts and HEI representatives gathered and discussed quality assurance in higher education in Asia-Pacific. The main theme was the Quality Assurance for Higher Education under Covid-19 Pandemic and Beyond in the Asia-Pacific Region.

Presentation of the FIBAA Quality Seal „Excellence in Digital Education“® Annual Conference VPH Association of Private Universities, May, Berlin



On 19 May, we had the pleasure of participating in the congress of the Association of Private Universities (VPH) in Berlin. Our colleagues Antonia Lütgens and Michael Stephan presented our FIBAA Quality Seal "Excellence in Digital Education"® in the thematic focus "Opportunities of Digital Teaching"

Many universities are already taking advantage of the opportunities offered by digital teaching: they are establishing a digitisation strategy, upgrading staffing and the technical environment, and revising both their didactic design and their quality assurance concept. The FIBAA certification "Excellence in Digital Education"® is based precisely on these development measures — the quality of digital teaching is not only ensured, but also made visible.

EQAF-Conference: „Shaping or sharing? QA in a value-driven EHEA“, November, Timisoara — this year's European Quality Assurance Forum was held in Timisoara, Romania.



For three days experts and HEI representatives discussed the forum's topic "Shaping or sharing? QA in a value-driven EHEA".

Michael Stephan, Division Manager Certifications at Foundation for International Business Administration Accreditation — FIBAA, addressed a practice presentation on how FIBAA's Quality Seal "Excellence in Digital Education"® considered and assessed values in digital and hybrid education.

INTERNATIONAL RECOGNITIONS AND NETWORKS

COOPERATION WITH HOBÉON



International cooperation between Foundation for International Business Administration Accreditation – FIBAA and Hobéon sealed by signing a Letter Of Intent.

Our Managing Director, Diane Freiberg-er, and Willem van Raaijen, Director of Hobéon signed a Letter Of Intent on the future cooperation of the two agencies – intending an exchange of expertise on the respective quality accreditations and certifications we offer in the higher education sector.

We are looking forward to this joint activity and the opportunity to explore further collaboration. Thanks, Hobéon, for your commitment!

COMBINED FIBAA-NVAO PROCEDURE

First procedure carried out in June 2022: FIBAA and NVAO successfully conducted their first combined procedure, marking an important milestone in their collaborative efforts. The FIBAA-NVAO procedure entails a comprehensive evaluation of higher education institutions and their study programmes to ensure adherence to quality standards. Through this joint initiative, the expertise and resources of both accreditation agencies are combined, allowing for a more efficient and streamlined assessment procedure. The collaboration aims to enhance the quality assurance in higher education and foster international recognition of accredited programmes.

By leveraging the strengths of FIBAA and NVAO, this partnership provides institutions with a robust framework for continuous improvement and benchmarking against international standards. The successful execution of the inaugural combined procedure demonstrates the commitment of FIBAA and NVAO to promoting excellence in higher education.

RE-REGISTRATION IN KAZAKHSTAN:

Official recognition of FIBAA by the Ministry for a further five years. In October 2022 FIBAA's decisions on accreditation of Kazakh higher education institutions and study programmes was officially recognized by the Ministry for another period of five years – until 2027!

In June 2014, the Ministry of Education and Science of Kazakhstan followed the recommendation of the Republican Accreditation Council and decided to include FIBAA to the National Register of Accreditation Agencies. In March 2017, this registration has been successfully extended. After an intense phase of preparation, last week, we succeeded to renew our registration for the 2nd time.

To date we were able to accredit more than 150 study programmes at almost ten Kazakh higher education institutions and perform four institutional procedures.

We are very proud to be part of the quality assurance development and thank everybody involved for the successful cooperation.

MARKETING

Enhancement of Marketing Activities

FIBAA.ORG



In the past, we encountered the need for continual corrections on customer enquiry forms that were originally in Word format. Recognising the importance of a seamless user experience, we embarked on a transformative journey to enhance the overall aesthetics and functionality of these forms.

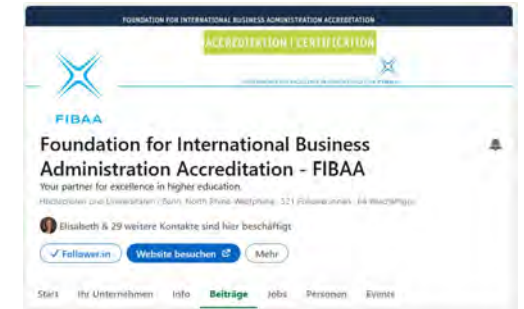
With meticulous attention to detail, we developed a brand-new design that not only elevated the visual appeal but also streamlined the user experience.

These structural modifications and design improvements were diligently implemented with the goal of simplifying the form submission process, eliminating potential obstacles, and ensuring a more user-friendly interface. We are thrilled to present these enhancements, which embody our unwavering commitment to delivering exceptional service and optimising customer satisfaction.

With the newly revamped enquiry forms, we are confident that users will find the submission process more intuitive, engaging, and enjoyable than ever before. We remain dedicated to continuously improving our services and are excited about the positive impact these enhancements will have on our customers' journey.

The HTML integration of instructional and explanatory videos on our website proved to be a game-changer, offering users an additional layer of visual support and empowering them with a deeper understanding of the enquiry process. By incorporating these videos, we aimed to provide a more interactive experience for users, enabling them to engage with the content in a dynamic and intuitive manner.

LINKEDIN



Within the editorial plan, we are thrilled to highlight the outstanding accomplishments in the growth of our LinkedIn channel. From the end of April 200, we have experienced remarkable progress, witnessing our follower count soar to an impressive December total of 399. This substantial increase in followers serves as a testament to the effective development and active engagement of our audience on the platform.

Furthermore, we take great pride in announcing that our LinkedIn channel has achieved an exceptional ranking, securing the coveted top position among our esteemed competitors. When compared to renowned accreditation agencies such as ASIIN and AQAS, both of which boast 358 and 324 followers respectively, our commanding presence and influence in the industry are clearly demonstrated.

To ensure a comprehensive evaluation of our LinkedIn channel's performance and to glean valuable insights for future strategies and content development, we conducted thorough analyses. By comparing our achievements with those of our competitors, we have gained a deeper understanding of our strengths and areas for improvement, enabling us to refine our approach and deliver even greater value to our audience.

These notable achievements in the growth, ranking, and analysis of our LinkedIn channel reinforce our dedication to providing meaningful and impactful content, while also solidifying our position as a trusted authority within the industry. We are immensely grateful to our loyal followers and supporters who have played an instrumental role in our success, and we look forward to continuing our upward trajectory as we embark on exciting new endeavours.



We are delighted to unveil an exciting addition to our marketing initiatives – the launch of our new YouTube channel, FIBAA Insights. Embracing the power of video-based content, we aim to engage and inform our audience in a dynamic and visually captivating manner. In September 2022, we officially introduced the channel with two inaugural videos, each designed to deliver valuable insights into key aspects of our accreditation and certification procedures.

The first video serves as an in-depth exploration of Programme Accreditation, offering a comprehensive overview of the entire procedure. From the application stage to the self-evaluation report, review panel, On-Site Visit, assessment report, decision-making, and publication, we address common questions and provide essential information to facilitate a clear understanding of the accreditation procedure. By using engaging visuals and concise explanations, we

strive to empower institutions and individuals with the knowledge they need to navigate the accreditation journey with confidence.

In the second video, we shine a spotlight on our esteemed FIBAA Certification “Excellence in Digital Education”®. This video delves into the standards and criteria that define this prestigious certification, outlines the various areas of application, elaborates on the benefits institutions can derive from it, and elucidates the certification procedure. Through compelling visuals and concise explanations, we aim to highlight the significance of digital education excellence and inspire institutions to strive for this esteemed recognition.

We invite everyone to join us on this exciting endeavour by visiting our YouTube channel, [FIBAA Insights](#): you can access both the German and English versions of the videos. We eagerly await your participation, feedback, and engagement as we embark on this new venture to deliver valuable content and support in your quality development journey.

OUTLOOK 2023 Highlights

FIBAA STRUCTURE

- Implementing FIBAA Strategy 2030

INTERNAL DIGITAL TRANSFORMATION

- Introduction of a CRM
- Deep-dive into MS Toolkit

FIBAA ACTIVITIES

- Further FIBAA presence and market penetration
- New Pilot Product “Services for HEI” – national launch
- In-depth exploration of “Micro-Credentials”

INTERNATIONAL RECOGNITIONS AND NETWORKS

- Interim report for ENQA
- Hobéon collaboration

NOTES ON DATES

F-ACC Meetings

- Wednesday, 22 March 2023
- Wednesday, 21 June 2023
- Wednesday, 20 September 2023
- Wednesday, 29 November 2023

IMPRINT

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