



FIBAA

2021 | ENQA
AGENCY
REVIEW

FOLLOW-UP REPORT

FOUNDATION FOR INTERNATIONAL BUSINESS ADMINISTRATION ACCREDITATION

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INTRODUCTION

ENQA Agency Review (ESG) 2021: Follow-Up Report

Dear Mr. President, Douglas Blackstock

With reference to your letter of November 2, 2021, we hereby send you the Follow-up Report on the recommendations mentioned in the ENQA panel report.

We hope that the description of our further areas of development meets your approval.

Yours sincerely,

Mag.a Diane Freiberger, MBA



Bonn, 13. October 2023

FIBAA REVIEW AGAINST ESG - COMPARISON 2017 vs. 2021

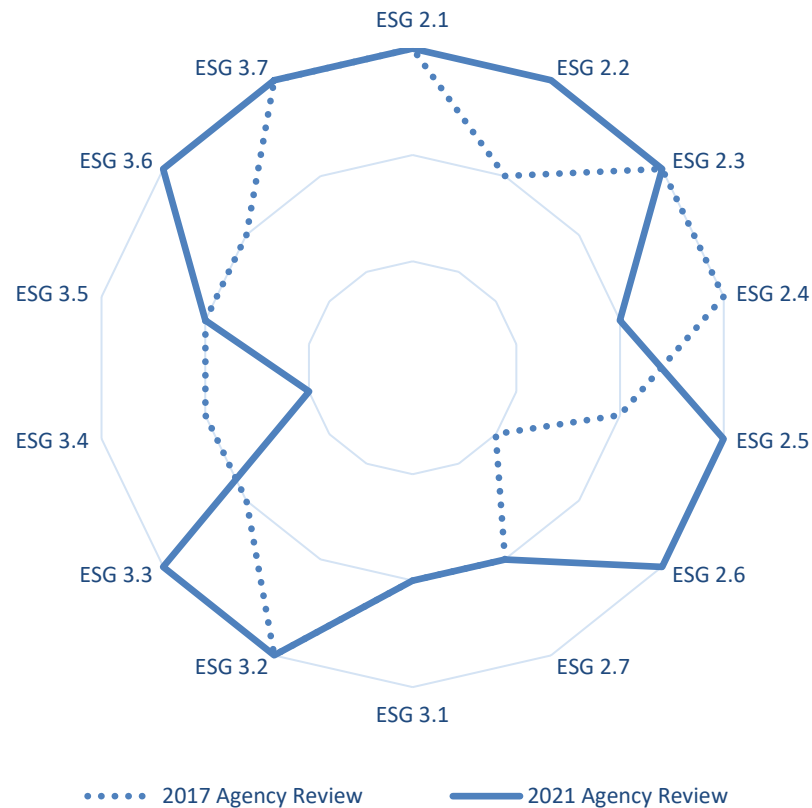


Figure 1) FIBAA REVIEW AGAINST ESG – COMPARISON 2017 against 2021

Outer line= Fully compliant, middle line=substantially complaint, inner line=partially compliant

FIBAA's third review against the ESG was conducted in June 2021. The chart shows a comparison of the review processes from 2017 and 2021. FIBAA notes positively that

the consistent implementation of the recommendations and suggestions for further development made by the ENQA Panel has led to a demonstrable increase in quality in five ESG areas.

This increase contrasts with two areas that were previously fully compliant. These areas in addition to the recommendations and suggestions for further improvement made in the External Review Report 2021 are indications that provide particularly valuable information for further quality development. They are therefore critically observed by FIBAA and included in its internal quality assurance processes.

The results of these efforts are represented in this follow-up report. We look forward to further insights from the expert perspective of the ENQA panel members to continue our journey in line with the motto

“You Partner for Excellence in Higher Education”.

ESG PART 2

ESG 2.1 CONSIDERATION OF INTERNAL QUALITY ASSURANCE

External quality assurance should address the effectiveness of the internal quality assurance processes described in Part 1 of the ESG.

Panel conclusion

Fully compliant

Panel suggestions for further improvement

The panel suggests that FIBAA ensures the functionality of web-links with consistent information about the Bologna Process and the ESG on its website and in the introductory section of all its Assessment Guides.

Comment

Both national and international higher education institutions and continuing education institutes that want to find out more about individual procedures will receive information on the accreditation procedures by means of text descriptions and, from 2022, also by means of educational videos. In the respective information formats, links are also provided to the corresponding basic documents (ESG, Bologna Process, ECTS Users' Guide or Dublin Descriptors). During continuous monitoring, all links were tested and, if necessary, renewed.

ESG PART 2

ESG 2.3 IMPLEMENTING PROCESSES

Standard:

External quality assurance processes should be reliable, useful, pre-defined, implemented consistently and published. They include:

- a self-assessment or equivalent
- an external assessment normally including a site visit
- a report resulting from the external assessment
- a consistent follow-up

Panel conclusion

Fully compliant

Panel suggestions for further improvement

FIBAA should implement a consistent follow-up for recommendations as part of the current accreditation process rather than use recommendations as a starting point for the next review cycle

Comment

In standard 2.3. the external assessment of quality is characterized by four essential features. One important feature is the "consistent follow up".

Regarding this suggestion for further improvement, a distinction must be made between procedures that result in the German Accreditation Council's quality seal and the FIBAA Quality Seal for accredited programmes:

1. In consideration of the special legal situation in the German accreditation system, the ENQA Board has acknowledged that:

ESG PART 2

		<p><i>“the follow-up on external QA activities that award the German Accreditation Council (GAC)’s seal is not solely the agency’s responsibility, since this activity is implemented together with the GAC. Therefore, in the view of the Board, the panel’s recommendation to consistently implement follow-up activities for accreditations under conditions and accreditations with recommendations should refer to GAC’s role as well. Following this, in the opinion of the Board, the listed recommendation should be considered as a suggestion for further improvement, and the standard as fully compliant.”</i></p> <p>FIBAA carries out an assessment procedure for the German Accreditation Council. FIBAA prepares an experts’ report with a recommendation for a decision on the accreditation and sends it to the HEI. Afterwards the higher education institution submits the report to the German Accreditation Council (GAC). The GAC decides on the accreditation. After handing over the report, FIBAA is no longer involved in the process.</p> <p>2. The FIBAA Accreditation and Certification Committee (F-ACC) is the decision-making body for the FIBAA Quality Seal. In a follow-up FIBAA checks the conditions of the respective accreditations nine months after the decision.</p>
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ESG PART 2

		<p>Therefore, the conditions issued by the F-ACC are always regarded integrative as a quality assurance loop in a FIBAA accreditation or certification procedure. This means that in case the F-ACC awards the accreditation or certification under condition, the higher education institution or continuing education institution must fulfil the condition within the given period. The provided evidence on fulfilment of these conditions is reviewed by the respective project managers and the involved FIBAA experts' team and supervised by the department heads. Subsequently, the F-ACC decides on the fulfilment of the conditions.</p> <p>Actions to come</p> <p>FIBAA is currently adapting its assessment catalogues and its procedures. It is planned that in this context the higher education institutions and continuing education institutes will be made more aware of the offer of the follow-up, especially those that have not received any conditions but only recommendations for the programme or institutional accreditations. The higher education institutions and continuing education institutes decide whether they want to accept the offer or not.</p>
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ESG PART 2

ESG 2.4 PEER-REVIEW EXPERTS		
Standard: External quality assurance should be carried out by groups of external experts that include (a) student member(s).		
<i>Panel conclusion</i> Substantially compliant	<i>Recommendations</i> The agency is recommended to require from all experts to attend at least some core training which is face-to-face if possible, before becoming member of review panel. This is to ensure that they at least understand the ESG on which FIBAA bases its own criteria, FIBAA's decision-making processes and relation to the criteria and FIBAA review methods.	<i>Actions taken by FIBAA</i> Since 2021, FIBAA has continuously expanded the training of its expert teams. In 2022, three training sessions were held. <ul style="list-style-type: none">- International Institutional Accreditation procedures according to FIBAA quality requirements- National GAC-Procedures- International FIBAA procedures <p>This year, an exchange among experts and FIBAA on procedure-specific topics where held, further another training of the FIBAA experts is planned for December this year.</p> <p>Furthermore, additional information such as webinar recordings and training slides are accessible in the login area of the FIBAA-website for FIBAA experts for the purpose of enhancing knowledge in the field of expert activities within the FIBAA and ESG frameworks.</p>

ESG PART 2

		<p>A deeper insight into the key figures and activities of the FIBAA experts can be found in the FIBAA Annual Report 2022 and in the FIBAA quality management report 2022.</p> <p>A measure that originated in pandemic times, a two-to-three-hour training of experts specifically for each procedure, has been retained and is now an integral part of the procedure run.</p> <p>Actions to come</p> <p>1) FIBAA is currently working on the development of an instructional video to inform experts about the key points of the activity right from the start.</p> <p>2) FIBAA is also planning to introduce a new workshop format for its experts.</p> <p>The new offer is aimed at experts who have recently started their work, but also at experts who want to refresh their knowledge of the FIBAA criteria based on the ESG.</p>
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ESG PART 2

<i>Panel suggestions for further improvement</i>	<ul style="list-style-type: none"> • The panel suggests FIBAA to ask students if there is any specific briefing that it could offer to them in addition to the core training before they start work as an expert. • The panel suggests FIBAA to facilitate a network for its student reviewers to allow them to connect and learn from each other. • The panel suggests FIBAA to encourage its student reviewers to connect to the established student networks, such as The German Student Experts Pool, to stimulate learning and interaction between student reviewers. 	<i>Comment</i> <p>For the most part, FIBAA recruits its student experts from the Studentischer Akkreditierungspool (German Student Accreditation Pool). This student pool is financially supported by FIBAA annually to hold appropriate training seminars. Last year, FIBAA also gave a presentation at a training seminar.</p> <p>The Studentischer Akkreditierungspool also maintains a large network for students, in which student FIBAA experts are involved. During the FIBAA expert trainings, the student experts are also informed and invited to participate.</p> <p>The student representatives in the FIBAA Accreditation and Certification Committee also act as multipliers and contacts for student evaluators. The planned format of the educational video for experts is intended to address especially the student experts as this format is very familiar to the target group and appeals to them.</p>
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ESG PART 2

ESG 2.7 Complaints & Appeals

Standard:

Complaints and appeals processes should be clearly defined as part of the design of external quality assurance processes and communicated to the institutions.

<i>Panel conclusion</i>	<i>Recommendations</i>	<i>Actions taken by FIBAA</i>
Substantially compliant	<p>The agency is recommended to ensure that the wording of the process for complaints and appeals is accurate and clear in both German and English. At the same, it should ensure that the process as described on the website is up-to-date, for example regarding the merger of the three accreditation committees into one.</p>	<p>According to the recommendation in the ENQA report, FIBAA has concretised the wording on the subject of appeal against a decision and complaint on the procedure by implementing this clarification in the rules of procedure of the FIBAA Appeals and Complaints Committee.</p> <p>The FIBAA Appeals Committee was renamed to FIBAA Appeals and Complaints Committee. The distinction between an appeal and a complaint was also highlighted in the description on the website.</p> <p>Since the merger of the former three FIBAA- Accreditation committees into the FIBAA Accreditation and Certification Committee (F-ACC) the documents have been consistently updated and now show the new deployment.</p>

ESG PART 3

ESG 3.1 ACTIVITIES, POLICY, AND PROCESSES FOR QUALITY ASSURANCE		
Agencies should undertake external quality assurance activities as defined in Part 2 of the ESG on a regular basis. They should have clear and explicit goals and objectives that are part of their publicly available mission statement. These should translate into the daily work of the agency. Agencies should ensure the involvement of stakeholders in their governance and work.		
<p><i>Panel conclusion</i></p> <p>Substantially compliant</p>	<p><i>Recommendations</i></p> <p>FIBAA is recommended to further develop its strategic planning process to ensure that it considers the medium to long term future of the agency as well as the shorter term. The development of a formal strategy for managing risk is also encouraged as part of the development of the strategic planning process.</p>	<p><i>Actions taken by FIBAA</i></p> <p>In spring 2022, FIBAA started the process for the further development of its strategy. A working group consisting of members of the Foundation Board and the FIBAA office met for a two-day workshop to develop the cornerstones of the strategic orientation. The result was eight corporate goals, which were presented to the staff and the FIBAA-Accreditation and Certification Committee (The members are representatives from higher education institutions, employers and students). Subsequently, the input of this board was processed and the "FIBAA Strategy 2030" now has eight corporate goals and 23 operational goals (directions). The FIBAA divisions developed their own measures for the operational goals. This process was led by an internal FIBAA steering team from the office. The documentation of the entire strategy was mapped within the project management software ASANA (see Appendix I). Twice a year, the office reports to the Foundation Board on the progress of the goals. Quarterly the Managing Director reports about the progress in the Team Jour Fixe and within the board meeting of the FIBAA Accreditation and Certification Committee. Continuous monitoring and reporting ensure that appropriate risks can be identified, and countermeasures taken (see Appendix II). In July 2023, a management team was established in FIBAA to continuously address the issues related to the achievement of the strategy's objectives. On the one hand, this ensures the support of the Managing Director and, on the other hand, guarantees the "multiple-eye principle" (see Appendix III).</p>

ESG PART 3

<p><i>Panel conclusion</i></p> <p>Substantially compliant</p>	<p><i>Recommendations</i></p> <p>The agency is recommended to include a student member of the Foundation Council.</p>	<p>FIBAA is a foundation under Swiss law whose founders are the business associations of Germany, Austria and Switzerland. The respective organisations usually delegate a senior officer to the foundation as a representative of their organisations.</p> <p>One purpose of the foundation is to establish relevant committees, which accredit, audit, evaluate and certify educational offers and providers in the international area upon request. For this purpose, the Foundation appoints the FIBAA Accreditation and Certification Committee.</p> <p>Three students are appointed as members of this committee. The task of the FIBAA Accreditation and Certification Committee is: “to ensure transparency and guidelines for quality assurance and further development, especially in business, law and social science oriented, higher education and further education. The F-ACC evaluates the guide-lines and is responsible for their further development. At the request of higher education institutions or continuing education institutions, it reviews the academic quality of study programmes and continuing education courses at programme level and the quality of higher education institutions and their sub-units at institutional level. At the institutional level, it applies its quality guide-lines and decides on accreditation or certification. It can also give its expert opinion on procedures decided by national institutions. The F-ACC also monitors innovative developments in the higher education sector.”</p> <p>(Excerpt from the amended Rules of Procedure of the FIBAA Accreditation and Certification Committee (F-ACC)).</p>
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ESG PART 3

		<p>The above description of the committee's tasks shows that the FIBAA Accreditation and Certification Committee is exclusively responsible for deciding on fundamental quality assurance tasks. With the composition of the committee consisting of higher education institute representatives, representatives of the economy and students, all relevant stakeholders are represented.</p> <p>Within this structure, FIBAA ensures that all relevant stakeholders including student representatives are involved in all ESG relevant topics.</p>
<p><i>Panel suggestions for further improvement</i></p>	<p>The panel suggests FIBAA to consider broadening the externality of its stakeholder involvement to include, for example, members of committees from outside of FIBAA's circle of 'customers.' This would provide the input and challenge of a more 'critical friend' which would benefit the agency.</p>	<p><i>Comment</i></p> <p>The rules of procedure of the FIBAA Accreditation and Certification Committee regulate the number of members and the origin or target group of members. In §4 of the rules of procedure is formulated: "(...)As a rule, the F-ACC shall consist of 25 members from the status groups of university representatives, professional practice and student representatives."</p> <p>In view of the recommendation and already from a previous membership tradition, FIBAA Accreditation and Certification Committee 2023 has one member from Stifterverband in Germany.</p> <p>Stifterverband focuses its efforts primarily on the fields of education, science and innovation.</p>

ESG PART 3

		<p>To date, it is the only organisation in Germany to engage in holistic work in all three areas, with projects that build on one another with synergistic effect. Stifterverband actively promotes equal opportunities in education, excellent higher education institutions and internationally competitive research institutions. Its instruments range from extracurricular talent promotion and higher education structural programmes to detailed analyses of the scientific and innovation system that serves as a basis for recommended policy courses of action" (https://www.stifterverband.org/english).</p> <p>In January 2024, some members of the F-ACC will be reappointed and FIBAA will contact appropriate candidates regarding the recommendation of the review panel.</p>
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ESG PART 3

ESG 3.4 Thematic Analysis Agencies should regularly publish reports that describe and analyse the general findings of their external quality assurance activities.		
<i>Panel conclusion</i> Partially compliant	<i>Recommendations</i> The panel recommends that FIBAA reconsiders its interpretation of ESG 3.4 and continues, as suggested in the review of 2017, to increase the number of analytical publications, and cover fields of activity beyond programme and system accreditations.	<i>Comment</i> In view of the requirement in ESG 3.4, FIBAA has now attempted to meet the aspect of "Thematic Analytics" in a possible framework. In 2022, FIBAA launched a survey within the private higher education institutions in Germany on the understanding and use of learning analytics. The result of the analysis was presented in the context of the INQAAHE Conference 2023, 17th Biennial Conference in a lecture. Another Thematic Analysis is currently in preparation. The working title is "Impact of international accreditation on the internationalisation strategy of Indonesian higher education institutions." For this purpose, higher education institutions in Indonesia will be surveyed and expert interviews with higher education institution administrators will be conducted. The results will be presented in the "2023 European Quality Assurance Forum Internationalisation in a changing world. New trends and challenges for QA" and presented during the annual conference of CEENQA 2024. This analysis is also related to the previously mentioned strategic objective.

ESG PART 3

<i>Panel suggestions for further improvement</i>	<p>The panel suggests a more structured approach in identifying, planning, and carrying out thematic analysis.</p>	<p>Actions taken by FIBAA</p> <p>Strategically, FIBAA summarizes the area of Thematic Analyses under Goal 5: Reputation - FIBAA is anchored in science and industry and increases its reputation as a quality provider in the quality management market. To achieve this goal, the measure, "FIBAA shows presence at European conferences, forums and events". The conferences and calls for proposals are recorded a year in advance and then corresponding contributions are prepared, which usually have a "thematic analysis" as a basis.</p>
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ESG PART 3

ESG 3.5 Resources Agencies should have adequate and appropriate resources, both human and financial, to carry out their work.		
Panel conclusion Substantially compliant	<i>Recommendations</i> In line with the recommendation on ESG 3.1, the panel recommends FIBAA to establish a clear alignment between the strategic vision of the agency and the planning of actions with the allocation of human and financial resources.	<i>Actions taken by FIBAA</i> Since 2021, FIBAA has expanded its staff from 18 to 23 people. The employees are involved in the implementation of the strategy and develop their measures for the individual goals. The whole process is recorded in the project management portal ASANA and is also discussed every six months in the various jour fixe for monitoring and the results of the monitoring are presented to the team. FIBAA sees this as a good opportunity for employees to continuously reflect on their workload and to actively participate in determining capacity and utilisation.. <i>Actions to come</i> FIBAA is investing in the acquisition of a CRM system in which the core work processes are handled centrally via a common platform. The platform will support FIBAA in making its processes more efficient and resource-saving by facilitating the exchange between FIBAA experts, higher education institutions and FIBAA project management. The budget planning is presented in the business plan for the next two years. The project plan is mapped via ASANA.

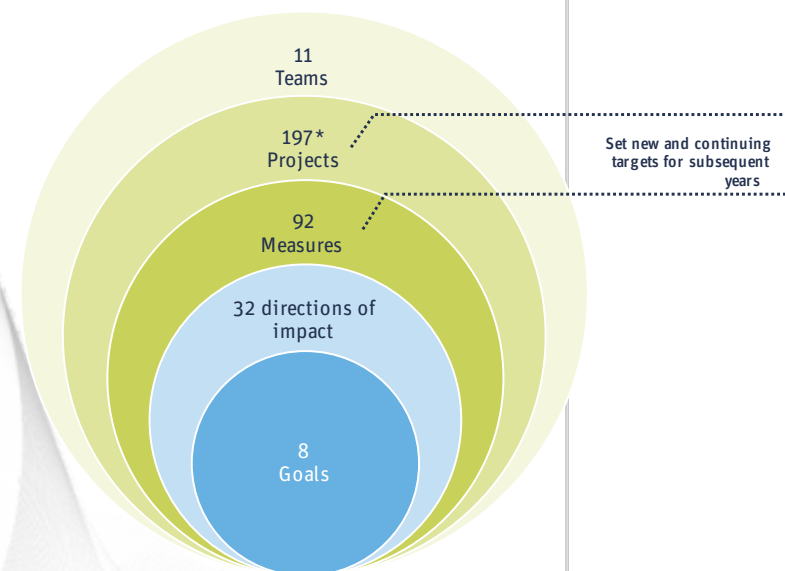
i) Corporate goals

The way to the goal

Procedure

- The 8 defined corporate goals with the associated 32 thrusts are mapped in the project management tool Asana
- For each thrust, a total of 92 team targets (measures) are set for the year 2023
- Since then, 11 teams have been working on approx. 197* projects that continuously contribute to the achievement of objectives
- Every quarter, all division heads report on the status of their team goals (measures) in the team jour fixe.
- The management, with the support of ASANA, derives an overall status for 2023 for the thrusts and targets
- At the end of 2023, new, more far-reaching team goals (measures) will be set for the following year 2024.
- Analogously, new, more advanced projects are emerging for the 11 teams

Parameter



* Status Q2 2023

ii) Status of corporate goals

Status of the 8 corporate goals_{as of Q2 2023}

Legende	
●	eingreifen erforderlich
●	gefährdet
●	planmäßig
●	nach nicht gestartet



until 2030	1. <u>Strategic positioning</u> - FIBAA holds a leading position in the core market and a recognised position in the other markets in selected product lines, industries and regions.	<div><div></div><div></div><div></div><div></div></div>
until 2028	2. <u>Accreditation</u> - FIBAA pushes the expansion of programme accreditations in selected international target markets, reduces its involvement in system accreditation and achieves a 60% share of its total turnover with programme accreditation.	<div><div></div><div></div><div></div><div></div></div>
until 2026	3. <u>Certification</u> - FIBAA expands its certification product line, achieving a 20% share of total turnover.	<div><div></div><div></div><div></div><div></div></div>
until 2027	4. <u>Services (incl. Academy)</u> - FIBAA is building up its Services product line, achieving a 20% share of total turnover.	<div><div></div><div></div><div></div><div></div></div>
until 2030	5. <u>Reputation</u> - FIBAA is anchored in science and business and is enhancing its reputation as a quality provider in the quality management market.	<div><div></div><div></div><div></div><div></div></div>
until 2028	6. <u>Customer Journey</u> / Excellence in Administration - FIBAA offers high-quality products & services, ensures maximum customer satisfaction and increases customer value (improvement of the customer journey) - "Customer friendly and state of the art services".	<div><div></div><div></div><div></div><div></div></div>
until 2026	7. <u>Skills and resources</u> - FIBAA strengthens the satisfaction of its employees, promotes loyalty to the company and thus increases efficiency.	<div><div></div><div></div><div></div><div></div></div>
until 2030	8. <u>Finances</u> - Through operational and financial management, FIBAA is able to self-finance its strategic orientation and ensure long-term stability.	<div><div></div><div></div><div></div><div></div></div>

iii) FIBAA Organisation Chart



Status:10/2023

The Organisation Chart of FIBAA will become official after Foundation Board approval in Q4 2023. De facto the management team is already active and meets regularly on the topics “road to Implementation of the FIBAA Strategy Paper 2030” and the overall planning of internal procedures.

IMPRINT

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Editor: Jubin Hadadi
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