



FIBAA

# 2024 | ANNUAL REPORT

A special edition  
marking the 30<sup>th</sup>  
anniversary year

FOUNDATION FOR INTERNATIONAL BUSINESS ADMINISTRATION ACCREDITATION



30 YEARS OF EXCELLENCE



**FIBAA**  
since 1994



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Mag.ª Diane Freiberger, MBA, Managing Director

## EDITORIAL

### CELEBRATING 30 YEARS OF EXCELLENCE IN HIGHER EDUCATION

Dear friends and partners,

2024 marks a monumental milestone for FIBAA — our 30th anniversary. Over the past three decades, we have grown from a pioneering agency focused on business and economics programs into a globally recognized institution committed to fostering quality in higher education across a wide array of disciplines. This milestone is a moment to reflect on our achievements and reaffirm our vision for the future.

### OUR JOURNEY: FROM PIONEERS TO GLOBAL PARTNERS

FIBAA's early years were marked by our focus on accrediting business and economics programs. Our goal was to ensure teaching quality in these essential fields, and in doing so, we became one of the first accreditation

agencies to operate across Europe. Our vision anticipated the establishment of the European Higher Education Area, advocating for internationally comparable quality standards.

Today, our scope extends well beyond business and economics. We accredit and certify a broad range of academic disciplines and educational providers. Our FIBAA Quality Seal serves as a globally recognized mark of excellence, highlighting institutions and programs that demonstrate superior quality in teaching, research, and organizational development.

#### EMBRACING INNOVATION AND DIGITALIZATION

The rapid shift towards digital learning formats and hybrid education models has been a major driver of change in higher education. FIBAA has not only adapted but taken a proactive role in this transformation. Our “Excellence in Digital Education” seal, which has held European trademark protection since 2022, is a testament to our commitment to advancing digital education.

We have also embraced innovations in accreditation processes, including online accreditation formats and the certification of micro-credentials.



These efforts ensure that we remain at the forefront of educational quality assurance, addressing the latest challenges posed by artificial intelligence and digital transformation.

#### QUALITY ASSURANCE AS PARTNERSHIP

At the heart of our philosophy is the belief that quality assurance is a shared endeavor. It's not merely about evaluation but about fostering continuous improvement. Our peer reviewers — a diverse group of academics, industry representatives, and students — play an essential role in maintaining our high standards. We aim to make the accreditation process as transparent and collaborative as possible, recognizing that trust, respect, and mutual understanding are the foundation of effective partnerships.

#### INTERNATIONAL COLLABORATION

As a globally active agency, FIBAA's mission goes beyond accreditation—we see ourselves as bridge-builders connecting diverse educational systems. Our active participation in networks such as CEENQA and collaborations with esteemed partners like the Hungarian

Accreditation Committee (MAB), Kazakhstan's national accreditation agency (IAAR), Ukraine's National Agency for Higher Education Quality Assurance (NAQA), and Georgia's National Center for Educational Quality Enhancement (NCEQE) exemplify our dedication to international engagement. These partnerships enhance our capacity to support higher education institutions around the world and foster global collaboration in quality assurance.

#### LOOKING AHEAD: OUR VISION FOR THE FUTURE

What does the future hold for FIBAA? We envision a continued focus on innovation, sustainability, and digital transformation. Higher education plays a vital role in building a more sustainable society, and FIBAA's goal is to support institutions in integrating these principles into their educational offerings.

Digitalization will remain a central focus. We aim to further develop our certification offerings and improve the efficiency of our processes through digital tools. Additionally, we plan to strengthen our international partnerships and enhance support for institutions in emerging markets,

ensuring that the benefits of quality education reach learners worldwide.

#### GRATITUDE TO OUR SUPPORTERS AND TEAM

Our success over the past 30 years would not have been possible without the dedication and collaboration of our partners, stakeholders, and internal team. I would like to extend my sincere thanks to the members of our Foundation Board for their strategic guidance, to our commission members for their dedication, and to our experts for their invaluable contributions to our accreditation procedures.

Above all, I would like to thank our incredible team at FIBAA. Each of you plays a vital role in ensuring that FIBAA continues to be a reliable, innovative, and globally respected partner in higher education. Your passion, energy, and commitment are what drive our success.

#### PROUD OF OUR PAST, PREPARED FOR OUR FUTURE

As we celebrate our 30th anniversary, we have every reason to be proud. Together, we have built an institution that embodies quality, innovation, and internationality. Looking ahead, we remain committed to being a platform for continuous improvement and a catalyst for change in higher education. Here's to the next 30 years of excellence!

Warm regards,



Mag.<sup>a</sup> Diane Freiburger, MBA

## 30TH ANNIVERSARY CELEBRATION

On November 14, 2024, FIBAA marked its 30th anniversary with a grand celebration at the historic Kurhaus Bad Honnef in Bad Honnef, Germany. The

event brought together 60 distinguished guests, including members of the FIBAA Foundation Board and FIBAA Accreditation and Certification

Committee, current and former FIBAA staff, leadership of the German Accreditation Council, ENQA, and other European accreditation agencies, as well as leaders from German and international higher education institutions.

The evening began with a reception and networking session, followed by official speeches and the presentation of Certificates of Honor to notable contributors to FIBAA's success. Highlights included addresses by Prof. Dr. Rudolf Minsch (Chair of the FIBAA Foundation Board), Mag.<sup>a</sup> Diane Freiberger (Managing Director of FIBAA), and Prof. Dr. Peter Thuy (Chair of the FIBAA Accreditation and Certification Committee). The program also featured remarks from Dr. Olaf Bartz (Director of the German Accreditation Council), Prof. Dr. Ottmar Schneck (Chairman of the German Association of Private Universities), Jolanta Silka (Head of the Quality Agency for Higher Education in Latvia), and international partners, celebrating FIBAA's achievements in quality assurance and its commitment to higher education excellence worldwide. The evening concluded with a festive dinner, music, and a vibrant party.





## AWARDING HONORARY CERTIFICATES

We were especially delighted to present honorary certificates to individuals who have played a pivotal role in FIBAA's development and success:

- **DR. BIRGER HENDRIKS**, Special Representative and former Managing Director of FIBAA
- **DR. HEINZ-ULRICH SCHMIDT**, Special Representative and former Managing Director of FIBAA
- **DR. DIETER SWATEK**, Special Representative
- **JULE WERMUTH**, Head of Office Management
- **KRISTINA WENG**, Head of National Accreditations



SPEECHES AT THE  
CELEBRATION

“FIBAA was founded 30 years ago with a clear mission: to ensure and promote excellence in the quality of academic programs and institutions. Since then, the world of higher education has fundamentally changed. Globalization, digitalization, and social transformations have impacted not only how we live and work but also how we teach and learn. The demands on educational institutions are now more diverse and challenging than ever—and, in turn, so are the demands on us as actors in quality assurance.

Over these 30 years, FIBAA has always positioned itself as a pioneer, paving new paths to meet these challenges. The flexibility and innovation with which FIBAA has responded to changes are among its defining characteristics. We are proud to set standards and continually evolve.”

**MAG.<sup>a</sup> DIANE FREIBERGER, MBA**

**FIBAA Managing Director**





“The first contact between FIBAA and the Accreditation Council took place 25 years ago, at the end of 1999. Thus, the relationship between our two institutions is also celebrating a small anniversary. We thank you for always constructive cooperation!

As a seal-awarding institution itself, the Accreditation Council has naturally always been interested in the golden FIBAA Premium Seal. Our research has advanced to the point of finding out that this seal is awarded based on a formula. However, the formula itself, much like the Coca-Cola recipe, has always remained a secret.”

**DR. OLAF BARTZ**

**Director of the German  
Accreditation Council**

“I would also like to convey the congratulations of 89 rectors and presidents of private universities in Germany, who have held their fall assembly today next door at the International University, and I naturally mentioned this anniversary in my speech. Many universities in our association are your clients, and many of them have personally conveyed their greetings to me. From my own experience, having led both a public and most recently a private university, I can attest to the high level of satisfaction with FIBAA.”

**PROF. DR. OTTMAR SCHNECK**

**Chairman of the German  
Association of Private  
Universities**



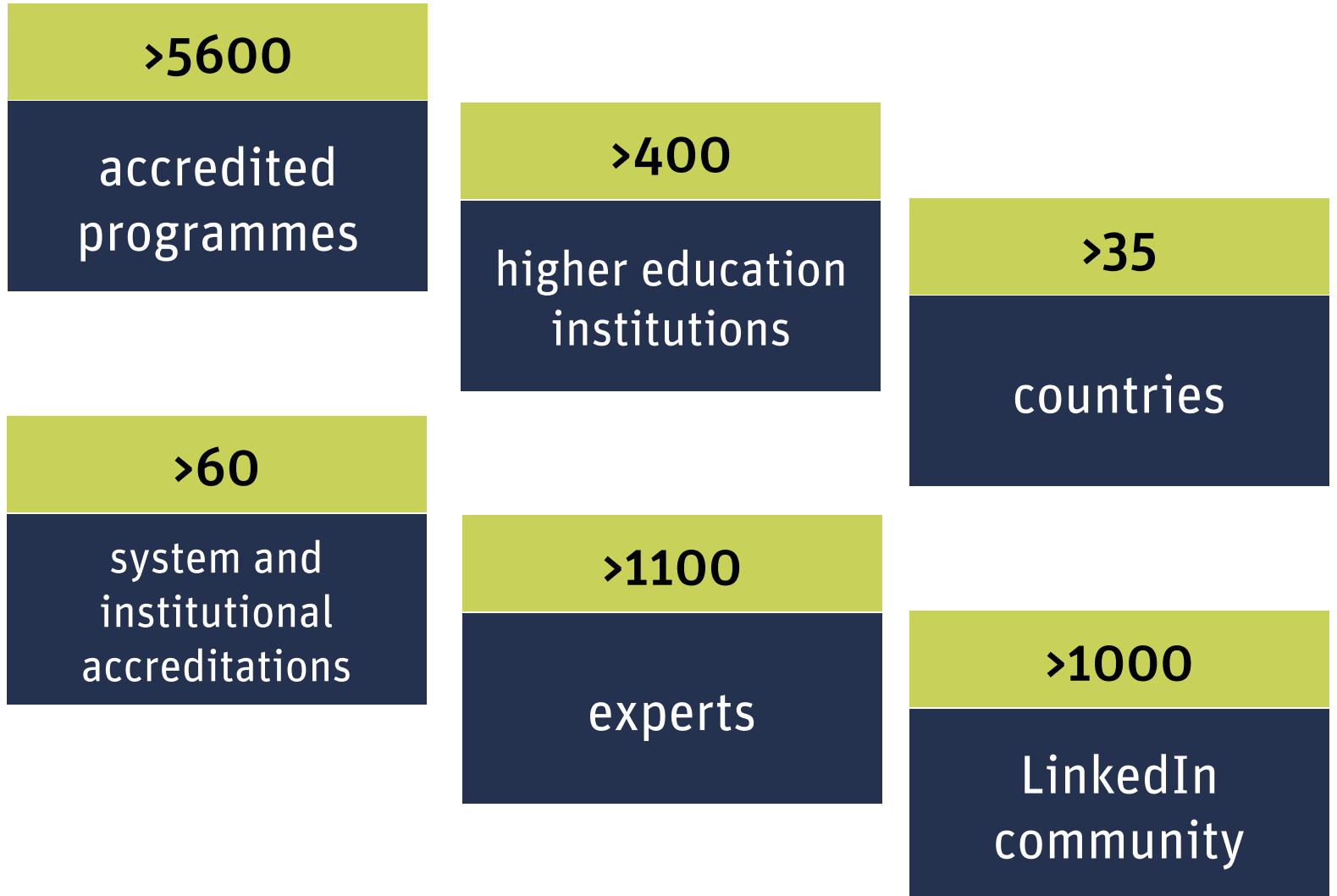


“You differ from your sisters not only in your broad programme portfolio, you also established a system of different levels of your seals early on with the introduction of the premium seal and thus created the possibility of awarding particularly outstanding study programmes with a special seal, to stay with the image: with a particularly strong signal. The old black/white, yes/no classification has become a differentiated assessment system that offers more information and more transparency.”

**PROF. DR. PETER THUY**

**Chairman of FIBAA’s Central  
Accreditation and Certification  
Commission**

FIBAA IN FACTS AND FIGURES



# FIBAA Foundation Board

NAME	MEMBERSHIP PERIODS	PRESIDENCY
Dr. Barbara Dorn	22.10.2023 – 21.10.2025	
Prof. André Haelg	22.10.2023 – 21.10.2025	
Dr. Oliver Heikaus	22.10.2023 – 21.10.2025	Vice President
Mag. Kurt Koleznik	22.10.2023 – 21.10.2025	
Prof. Dr. oec. HSG Rudolf Minsch	22.10.2023 – 21.10.2025	President
Prof. Dr. Gerhard Riemer	22.10.2023 – 21.10.2025	
Mag. <sup>a</sup> Melina Schneider	22.10.2023 – 21.10.2025	Vice President

Composition of the FIBAA Foundation Board (October 2023)

# FIBAA Accreditation and Certification Committee

## REPRESENTATIVES FROM ACADEMIA

Prof. Dr. Andreas Altmann

Prof. Dr. Axel Benning

Prof. Dr. Vera de Hesselle<sup>1</sup>

Prof. Dr. Volker Hasewinkel

Prof., dipl. Ing. ETH, lic. oec. publ.  
Jürg Kessler-Stecher

Prof. Dr. Anne Lequy

Prof. Dr. Marco J. Menichetti

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. Friedrich Thießén

Prof. Dr. Peter Thuy<sup>2</sup>

Prof. Dr. Jürgen Weigand

Prof. Dr. Cornelia Zanger

<sup>1</sup> Vice President  
<sup>2</sup> President

## REPRESENTATIVES FROM PROFESSIONAL PRACTICE

Karl-Peter Abt

Dr. Bernd Baasner

Dr. Ivo Matser

Hans-Hellmuth Retzlaff-Schröder

Dr. Markus A. Tomaschitz<sup>1</sup>

Kerstin Wagner

Dr. Mathias Winde

<sup>1</sup> Vice President

## REPRESENTATIVES FROM STUDENT BODY

Elisa Knief

Fabian Wolf

Sophia Pascher

As of 31 December 2024



# Organisational Development

FIBAA's organizational structure is designed to ensure excellence and efficiency in quality assurance and accreditation services. At its core, the Foundation Board oversees strategic direction and governance. The Management Team leads day-to-day operations, supported by functional units like Human Resources, Quality Management, Project Management & Reporting, and Controlling. FIBAA operates across two primary areas: the Product Area, which focuses on National and International Accreditations, Certifications, and Consulting, and the Support Area, covering IT, Communication & Marketing, Expert Management, and Office Management.

## ROLES OF FIBAA COMMITTEES

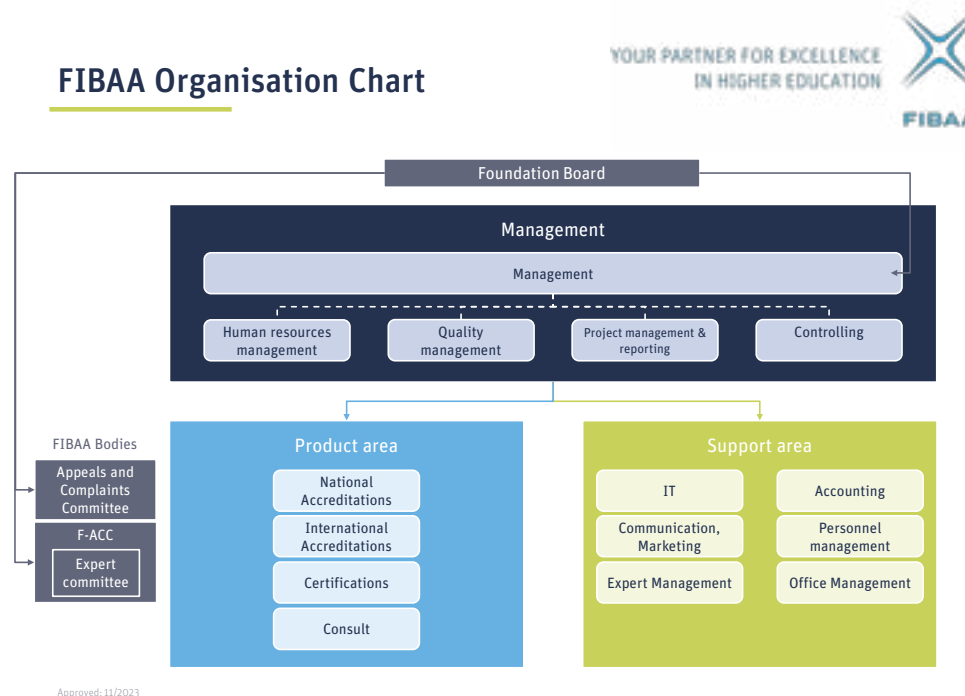
**FIBAA Foundation Board:** This governing body is responsible for ensuring FIBAA's strategic alignment with its mission and vision, approving fundamental policies, and overseeing financial and legal matters.

**FIBAA Accreditation and Certification Committee (F-ACC):** Comprising experts

from academia, the professional field, and students, the F-ACC evaluates and decides on accreditation and certification procedures to maintain impartiality and high standards.

**FIBAA Expert Committee:** A specialized body responsible for appointing expert panels for each accreditation and certification procedure, ensuring that qualified professionals and academics conduct thorough and objective evaluations.

**FIBAA Appeals and Complaints Committee:** This committee is tasked with handling appeals and complaints, ensuring transparency and fairness in decision-making processes, and reinforcing trust in FIBAA's accreditation services.



FIBAA Organisation Chart



Jubin Hadadi-Popp, M.A., Deputy Managing Director

## STRENGTHENING OPERATIONAL EXCELLANCE

In November 2024 the position of Deputy Managing Director at FIBAA was established to strengthen internal processes and ensure seamless operational continuity. This role serves as a vital support function to the Managing Director, with a primary focus on internal quality management, process optimization, and organizational efficiency.

### Key Responsibilities:

- **Operational Continuity:** The Deputy Managing Director ensures uninterrupted decision-making and operational flow during the absence of the Managing Director (due to business trips, leave, or illness). This includes handling urgent matters, approving leave requests, and signing certificates or contracts in cases of prolonged absence.
- **Process Oversight and Quality Management:** The role oversees and advances FIBAA's internal processes, policies, and quality management system, ensuring continuous improvement and alignment with strategic goals.

- **Monitoring and Reporting:** The Deputy Managing Director monitors company and team objectives, providing data-driven reports and analyses to support the decision-making process of the Managing Director.
- **Internal Coordination:** Acting as a bridge between teams and the executive leadership, the Deputy Managing Director facilitates smooth communication, supporting effective information flow across departments.

The role of Deputy Managing Director was introduced to ensure FIBAA's agility, responsiveness, and uninterrupted operational capacity. With the Managing Director frequently engaged in international business travel and strategic engagements, the Deputy Managing Director guarantees the continuity of leadership and oversight of essential processes. This structure allows for better responsiveness to urgent issues and supports long-term organizational development through process optimization and quality assurance.

Mr. Hadadi-Popp's appointment as Deputy Managing Director at FIBAA is a reflection of his extensive experience, strategic insight, and deep

understanding of the organization's operational framework. Since joining FIBAA in 2018, he has played a pivotal role in key areas of the business. With an academic background in IT, he initially took charge of the IT department, building a solid foundation of expertise in FIBAA's IT infrastructure. Over the past two years, his responsibilities expanded to include Quality Management and, as of mid-2024, he assumed leadership in the areas of Project Management and Reporting.

This diverse experience across multiple departments has equipped Mr. Hadadi-Popp with a comprehensive understanding of FIBAA's internal processes and strategic goals. His systematic approach to management, combined with his cross-functional expertise, positions him as a highly capable Deputy Managing Director, ensuring continuity and operational efficiency in the absence of the Managing Director.

## Partner Testimonials and Congratulations on FIBAA's 30th Anniversary



**„FIBAA has significantly contributed to improving the culture of quality assurance within many higher education institutions worldwide.”**

**Vesna Dodikovic-Jurkovic, PhD,  
CEENQA President**



Mag.<sup>a</sup> Diane Freiberger, MBA, Managing Director and Prof. Dr. oec. HSG  
Rudolf Minsch, Chair of the FIBAA Foundation Board

## FIBAA STRATEGY 2030

### MISSION

FIBAA's mission is to promote excellence, transparency, and employability in higher education worldwide. As an internationally recognized quality assurance agency, FIBAA supports higher education institutions in achieving their quality goals through accreditation, certification, and advisory services. By aligning with the European Standards and Guidelines (ESG), FIBAA drives continuous quality development through peer-review processes, interdisciplinary approaches, and the transparent publication of accreditation results.

### VISION

FIBAA envisions a higher education landscape where quality, employability, and internationalization are central to academic offerings. As a trusted global partner for quality assurance, FIBAA strives to strengthen international cooperation and support higher education institutions in achieving excellence. Through innovative strategies and effective accreditation processes, FIBAA aims to shape a future where academic programs meet the

highest standards and remain globally competitive.

## FIBAA Strategic Goals 2030 – Paving the Way for Growth and Excellence

### POSITIONING AND MARKET LEADERSHIP

FIBAA aims to establish itself as a leading player in its core markets while achieving broad recognition in other key regions, product lines, and industries. By focusing on strategic growth areas, FIBAA strives to strengthen its market position and expand its influence internationally.

### ACCREDITATION GROWTH

Expanding programme and institutional accreditations in selected international target markets is a key priority.

## CERTIFICATION EXPANSION

FIBAA is committed to growing its certification product line. This effort reflects the increasing demand for quality assurance in non-degree educational programmes like micro-credentials, online courses, and lifelong learning initiatives.

## DEVELOPMENT OF SERVICES AND TRAINING OFFERINGS

To meet the evolving needs of higher education institutions and training providers, FIBAA is building a robust line of service offerings, including consultancy and tailored training.

## REPUTATION AND BRAND RECOGNITION

Reputation is a crucial asset for FIBAA. By strengthening its ties to both academia and the business sector, FIBAA seeks to enhance its brand as a provider of premium quality assurance services in the global education market.

## CUSTOMER EXCELLENCE AND JOURNEY OPTIMIZATION

FIBAA is dedicated to enhancing customer satisfaction and optimizing the customer journey. This involves providing high-quality, customer-friendly, and state-of-the-art services, ensuring that its partners receive maximum value and support throughout every interaction.

## EMPLOYEE DEVELOPMENT AND RESOURCE OPTIMIZATION

The organization prioritizes employee satisfaction, retention, and continuous development. By fostering a positive work environment and strengthening team engagement, FIBAA aims to enhance overall efficiency and operational excellence.

## FINANCIAL STABILITY AND SUSTAINABILITY

FIBAA aims to achieve long-term financial stability and self-sufficiency through operational and financial management. This strategy ensures the organization can maintain strategic independence and secure sustainable growth well into the future.

These strategic goals serve as a roadmap for FIBAA's continued development as a recognized leader in accreditation, certification, and quality assurance in higher education.

# FIBAA Strategy 2024: Driving Progress and Future Growth

In 2024, FIBAA pursued a forward-looking strategy centered on eight key corporate goals, each supported by 32 strategic directions. To ensure systematic execution, these strategic directions were operationalized into 71 team objectives (measures) for 2025. The entire strategy is tracked using the project management tool Asana, which facilitates effective planning, tracking, and reporting.

Thirteen teams are actively working on approximately 300 projects aligned with the corporate goals. The progress of these projects is reviewed quarterly during team jour fixe meetings, where division managers provide updates on

their respective objectives. Based on the Asana data, FIBAA's management generates a comprehensive status report for the year's strategic directions and goals. This review serves as the basis for setting updated objectives for 2025.

#### FOCUS AREAS FOR 2025

As part of its ongoing development, FIBAA has identified key focus areas for 2025. These include:

- Expanding into new markets and strengthen position in the current markets,
- Promoting program accreditations,
- Updating the Micro-Credentials catalog,
- Actively promoting the Excellence in Digital Education (EDE) initiative,
- Proactively developing FIBAA services, and
- Implementing a Customer Relationship Management (CRM) system.

The progress toward FIBAA's eight corporate goals is regularly assessed. This strategic approach ensures continuous improvement, accountability, and alignment across all teams, driving FIBAA toward sustainable growth and excellence in 2025 and beyond.

## Development of a New Digital Online Enquiry Platform at FIBAA

#### JACOP - JOINT ACCREDITATION AND CERTIFICATION ONLINE PLATFORM

A major development in 2025 will be the implementation of JACOP (Joint Accreditation and Certification Online Platform), FIBAA's new digital online enquiry system. JACOP represents a significant milestone in accreditation and certification processes by providing a unified platform for all stakeholders, including institutions, reviewers, and internal teams. This integration allows the entire process, from application to final decision, to take place digitally and seamlessly on a shared platform. By centralizing communication and documentation, JACOP ensures that processes are faster, more efficient, and easier to navigate. Institutions benefit from a streamlined experience, while reviewers and FIBAA teams can collaborate more effectively.

JACOP's introduction is expected to transform the accreditation process, setting new standards for efficiency and transparency in the field. The platform not only simplifies administrative workflows but also enhances the overall user experience for institutions and stakeholders. It reflects FIBAA's commitment to innovation and its focus on leveraging technology to meet the evolving needs of higher education.

The JACOP's launch is expected by the end of 2025.

## Driving Excellence in Higher Education Quality Assurance

### HIGHLY QUALIFIED AND DIVERSE EXPERTISE

The FIBAA team consists of more than 40 highly qualified employees who bring together a wealth of academic and professional expertise. All FIBAA project managers hold a Master's degree, with several team members also holding doctoral degrees or professorial titles.

Our managers for national and international accreditation procedures have extensive practical experience in quality management and programmes development within higher education institutions, primarily in Germany and Austria. Additionally, several colleagues bring valuable international perspectives from their work with higher education institutions outside of Europe.

## Partner Testimonials and Congratulations on FIBAA's 30th Anniversary

„We are honored to have collaborated with FIBAA, sharing experiences and exchanging best practices in external quality assurance processes. This partnership has been invaluable in our shared pursuit of quality, transparency, and comparability in education.”

Lasha Margishvili,  
Acting Director, National  
Center for Educational  
Quality Enhancement,  
Georgia

This diverse experience significantly enhances FIBAA's ability to support and advise its international partners.

#### COMMITMENT TO PROFESSIONAL DEVELOPMENT

FIBAA is committed to the continuous development of its employees as a key component of its quality management system. Each year, FIBAA conducts training programs designed to strengthen the skills and expertise of its team. In 2024, two specialized cross-cultural skills training sessions were held, particularly for team members working in international accreditation procedures. The aim of these training sessions was to enhance cross-cultural communication within the FIBAA team, thereby ensuring the highest standards in the execution of international procedures and improving the satisfaction of international partners. A writing workshop was conducted for the national team, aimed at enhancing their communication skills, fostering clarity in written materials, and improving overall efficiency in producing high-quality documents.

By fostering the development of its team, FIBAA ensures that it remains a reliable and forward-thinking partner on the journey to excellence in higher education quality assurance.

#### FOSTERING COLLABORATION AND TEAM SPIRIT

At FIBAA, we prioritize team cohesion and shared purpose. Regular team-building events play a crucial role in strengthening collaboration and fostering a sense of unity among our employees.

In September 2024, the FIBAA International Team held a dedicated team-building event focused on setting strategic goals for the international division for 2025. The event provided a platform for open dialogue, idea-sharing, and the alignment of objectives across the team. To further enhance team spirit, the session concluded with an engaging and interactive experience at an escape room, promoting teamwork, problem-solving, and collective decision-making in a dynamic environment.

These initiatives are essential to fostering a positive work culture, promoting collaboration, and ensuring the alignment of our strategic goals across divisions. By nurturing strong internal connections, FIBAA enhances its ability to provide outstanding service and support to its partners worldwide.

## Strengthening Our Team for Future Success

The year 2024 was a period of significant transformation for the FIBAA team, marked by notable changes in leadership and team composition across several key divisions. These changes reflect our ongoing commitment to professional growth, operational excellence, and strategic expansion in international markets.

#### INTERNATIONAL PROCEDURES DIVISION

The International Procedures team experienced a pivotal transition with the departure of Viktoria Dermanowski, Division Manager for International Procedures, and Adriane Janosch, Deputy Division Manager, both of whom have taken on new roles in Germany's education and quality management sector. We extend our sincere gratitude to Viktoria and Adriane for their dedication and valuable contributions over the years, and we wish them great success in their new endeavors.



In May 2024, new leadership was established. Nina Rotermund was appointed as the new Division Manager for International Procedures. Having demonstrated exceptional performance as part of FIBAA's international team, Nina's extensive experience with various accreditation procedures and her in-depth knowledge of Asian markets position her perfectly to support FIBAA's ambitions in Asia. Nina Rotermund has recently defended her doctoral thesis in the discipline of 'Chinese Law and Chinese Legal Culture.' Her dissertation focuses on Chinese administrative litigation law. She has earned the title of Doctor of Philosophy.

Joining her as Deputy Division Manager is Yuliia Bleshmudt, as seasoned jurist, Yuliia brings a wealth of expertise and a stellar track record. Fluent in German, English, Ukrainian and Russian, Yuliia's language proficiency strengthens our communication with partners in Kazakhstan, Azerbaijan, Ukraine, Armenia, Uzbekistan and other countries. Her addition to the management team reinforces FIBAA's commitment to expanding its international footprint, standards and compliance.

We are delighted to welcome Rebekka Welker, Lisa Lubomierski, and Marie Bielke, who joined our team as Project Managers for International Procedures.

Eva Seidel, previously Project Manager in the national department, now also supports the international team in part, bringing her valuable expertise. In December, we are also pleased to welcome Vera Eck as a Working Student. Their fresh perspectives and enthusiasm further enhance the strength and capacity of our international team.



Dr. Nina Rotermund, M.A./LL.M., Division Manager for International Procedures



Yuliia Bleshmudt, LL.M., Deputy Division Manager for International Procedures



Rebekka Welker M.A. Project Manager for International Procedures



Lisa Lubomierski, M.A., Project Manager for International Procedures



Eva Seidel, M.A., Project Manager for National and International Procedures



Marie Bielke, M.A., Project Manager for International Procedures



Vera Eck, Working Student for International Procedures

**EXPERT DIVISION  
MANAGEMENT**

Edina Hasanovic took on the role of Division Manager for Expert Management after serving as an Account Manager within the same team. Her leadership has driven significant advancements in process efficiency and digitalization, leading to faster expert team compilation and improved satisfaction among experts.

Under Edina’s guidance, the division has achieved considerable progress in optimizing its workflows. Supporting Edina in this endeavor is Patricia Oti, who joined in April 2024 as a Team Assistant for Expert Management, providing essential operational support.



Edina Hasanovic, B.Sc., Division Manager for Expert Management



Patricia Oti, Team Assistant in Expert Management

**COMMUNICATION AND  
MARKETING DIVISION**

The Communication and Marketing Division underwent a leadership transition as Miriam Mesenholl, former Division Manager for Communication, Marketing, Project Management, and Project Reporting, decided to pursue new opportunities. We thank Miriam for her years of service and her many contributions to FIBAA’s growth.

Olga Leshchanskaya has since stepped into the role of Division Manager for Communication and Marketing, bringing a wealth of education and practical experience in marketing and communication. Having successfully led high-impact initiatives during her tenure at FIBAA, Olga’s promotion is a natural step forward. She now oversees FIBAA’s communication strategy, brand management, and marketing efforts, ensuring that FIBAA’s mission and achievements are effectively communicated to stakeholders worldwide.



Olga Leshchanskaya, M.A., MBA, Division Manager for Communication and Marketing

### LOOKING AHEAD

These strategic appointments and structural changes position FIBAA for continued growth, operational efficiency, and stronger international partnerships. The new team members bring fresh perspectives, diverse skill sets, and renewed energy to their roles, ensuring that FIBAA remains at the forefront of accreditation and quality assurance in higher education.

We are excited to see what the future holds for our team and look forward to achieving even greater milestones together.

### IN MEMORY OF ANNA HADWIGER

With deep sorrow, FIBAA mourns the loss of Anna Hadwiger, our longtime Division Manager for Expert Management, who passed away on November 26, 2024, after a prolonged illness. Anna was a pillar of our organization, known for her exceptional professionalism, dedication, and unwavering warmth. Her leadership shaped the Expert Management Division, and her kindness and compassion left a lasting impression on all who had the privilege of working with her.

Her strength, empathy, and positive spirit inspired her colleagues and exemplified the values FIBAA strives to uphold. Anna was not only a highly respected leader but also a cherished colleague and friend. Her absence leaves a profound void within our team. Our thoughts and heartfelt condolences go out to her family, friends, and loved ones. We will remember Anna with deep gratitude and honor her legacy as we continue our work with the same dedication and humanity that she embodied.



Anna Hadwiger, former Division Manager for Expert Management

FIBAA QUALITY MANAGEMENT

Excellence in Internal Quality and Transparency

QUALITY ASSURANCE CONCEPT OF FIBAA

As an Accreditation Agency, we see as our mission the promotion of quality, transparency and comparability in higher education and science. Therefore, we develop adequate methods and instruments, define guidelines and use them in all our procedures. Quality assurance at FIBAA encompasses all operational processes. We are geared to the principles of value and target orientation and conformity with norms and standards.

We take into consideration the general requirements of the European Association for Quality Assurance in Higher Education (ENQA) and of the European Quality Assurance Register for Higher Education (EQAR). We also take account of the national standards defined by the German Accreditation Council.

By anchoring our internal quality management in our daily activities, every member of the staff is truly familiar with our concept of quality and brings it into action.

WHO EVALUATES?

Experts
Universities, further education providers
Project managers
Event Participants
Members of the F-ACC

WHO IS EVALUATED?

Project manager, office, procedure
Experts, project manager, office, procedure
Experts
Speakers, office, procedure
Division manager, office, documents, meeting procedure

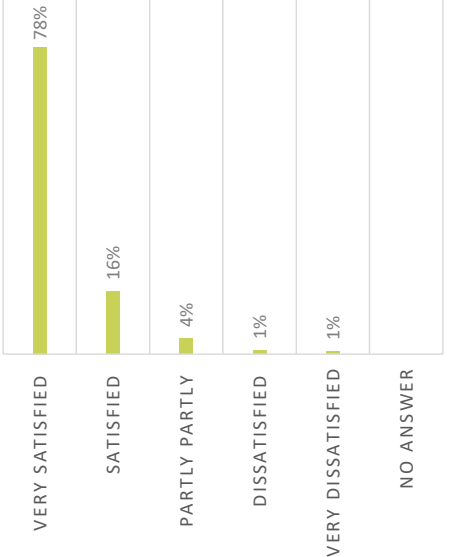
HOW OFTEN?

After F-ACC's decision, for German procedures after the report submission
After F-ACC's decision, for German procedures after the report submission
After F-ACC's decision, for German procedures after the report submission
After the event
After the F-ACC meeting

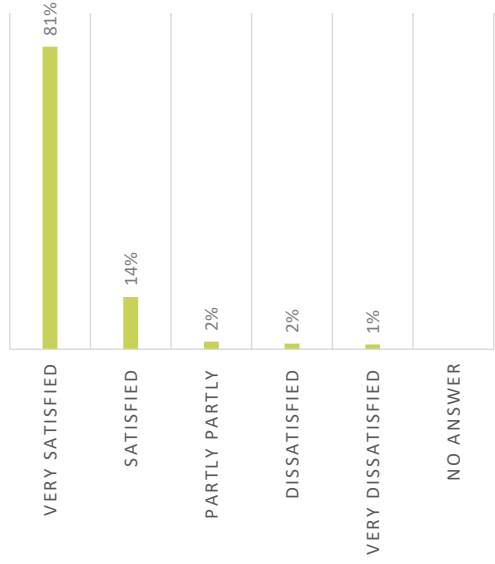
# Evaluation of the procedures by experts

A total of 265 experts participated in the evaluations conducted during the reporting year 2024, out of 611 assigned experts. Experts who contributed to multiple projects were able to submit separate evaluations for each assignment. Approximately 46% of these experts (121 out of 265) provided additional insights through comments in the free-text field.

## HOW SATISFIED WERE YOU WITH THE WORK OF THE OFFICE?

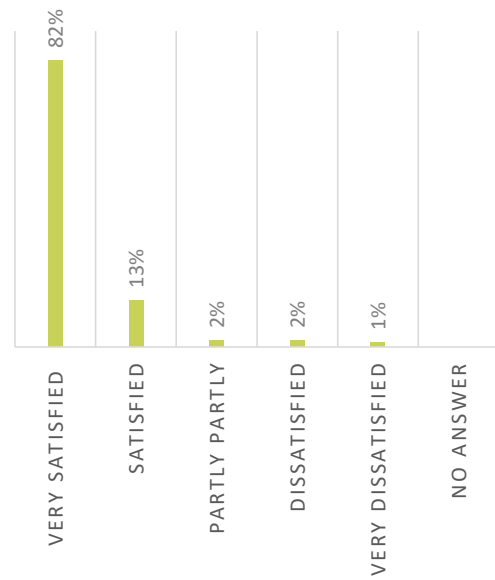


## HOW SATISFIED WERE YOU WITH THE PREPARATION OF THE APPRAISAL BY THE PROJECT MANAGER?



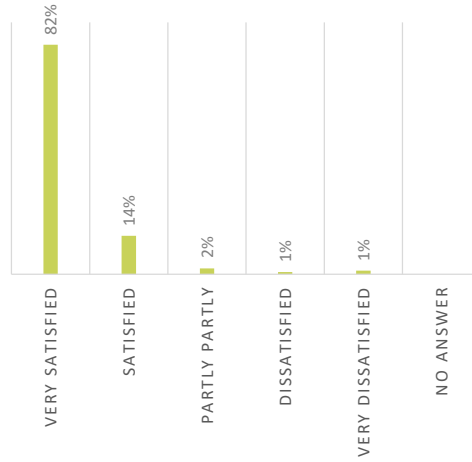
The number of experts involved in the evaluation process in 2024 has doubled compared to 2023, with 43% of all assigned experts participating in 2024, compared to 21% in 2023. These figures highlight our commitment to continuous improvement in internal quality management.

## HOW SATISFIED WERE YOU WITH THE WAY THE APPRAISAL WAS CARRIED OUT BY THE PROJECT MANAGER?



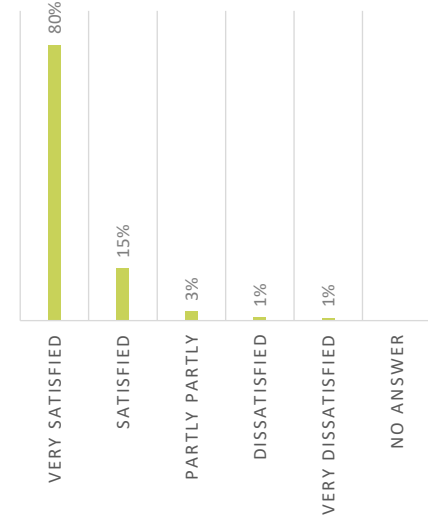
In 2024, we observed a slight but notable increase in satisfaction rates across all processes related to the collaboration between experts, our project managers, and the office. All metrics exceeded 90%, reflecting the exceptional quality of our internal processes and the professionalism of our team.

HOW SATISFIED WERE YOU WITH THE SUMMARY OF THE RESULTS OF THE ASSESSMENT IN THE TEST REPORT?



Additionally, we observed a slight increase in expert satisfaction levels in 2024, building on the already high satisfaction rates achieved in previous years (approximately 95% satisfied or very satisfied).

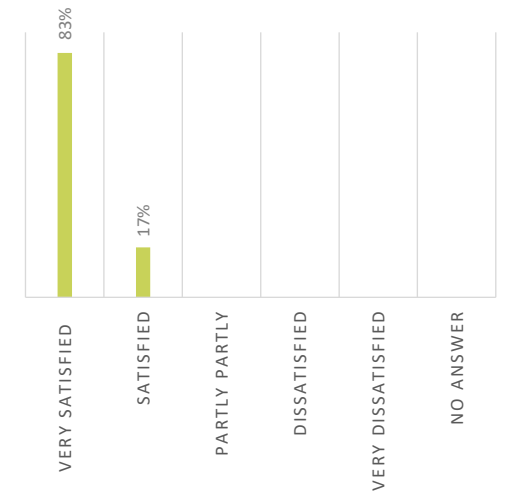
HOW SATISFIED ARE YOU OVERALL WITH OUR ACCREDITATION PROCESS?



projects involving multiple clusters were also evaluated separately.

It should be noted that the university representatives completing the evaluations may not have been involved in every stage of the process, potentially limiting their ability to respond comprehensively to all questions. Despite this, 23 evaluators provided additional feedback through comments in the free-text field.

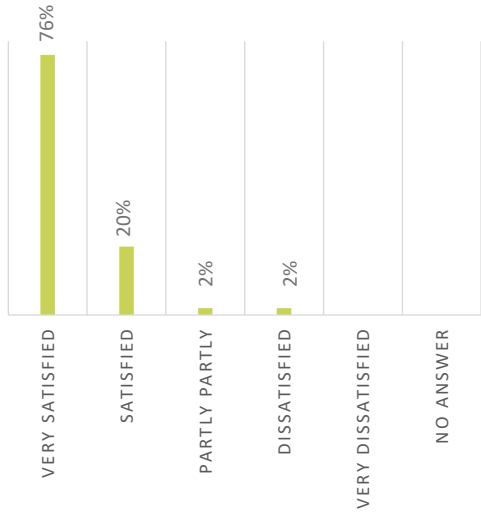
HOW SATISFIED WERE YOU WITH THE WORK OF OUR OFFICE DURING THE CONTRACT INITIATION PROCESS?



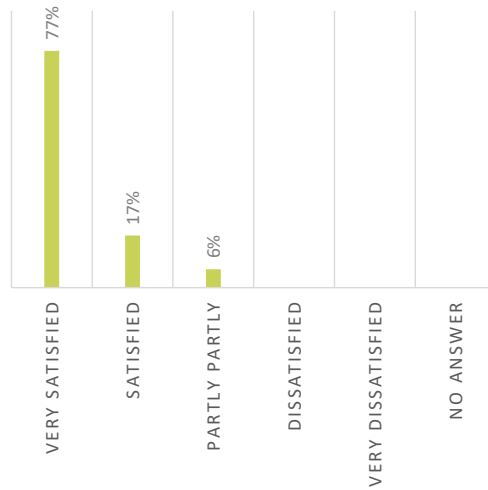
## Evaluation of the procedures through universities

Out of 170 HEIs, a total of 55 universities participated in the evaluation. Universities with multiple completed projects were given the opportunity to provide feedback for each project, and

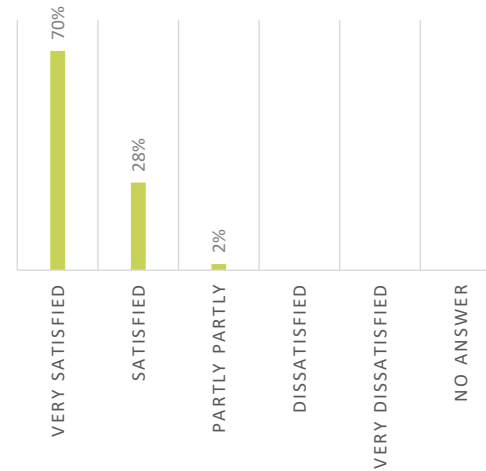
HOW SATISFIED WERE YOU WITH THE PREPARATION OF THE PROCEDURE BY THE OFFICE AND THE PROJECT MANAGER?



HOW SATISFIED WERE YOU WITH THE WAY THE APPRAISAL WAS CARRIED OUT BY THE PROJECT MANAGER?



HOW SATISFIED WERE YOU WITH THE SUMMARY OF THE RESULTS OF THE EXPERTS' REPORT?

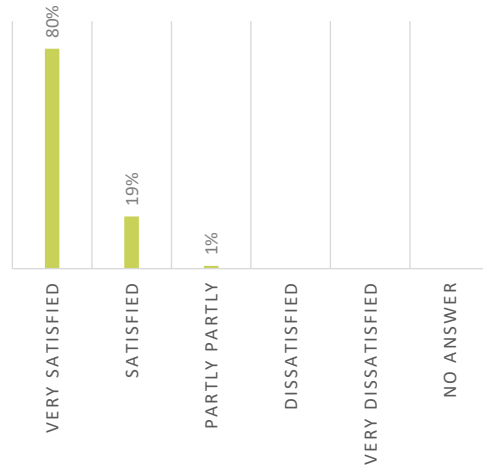


The satisfaction rate among HEI evaluators regarding the work of our office during the contract initiation phase reached an impressive 100% in 2024. Satisfaction with the preparation of the procedure by the office and the project managers also saw an increase, rising to 96% in 2024 compared to 93% in 2023.

While 91% of HEI evaluators rated the quality of project managers' work as satisfactory or very satisfactory in 2023, this figure climbed to 94% in 2024, with no reports of dissatisfaction.

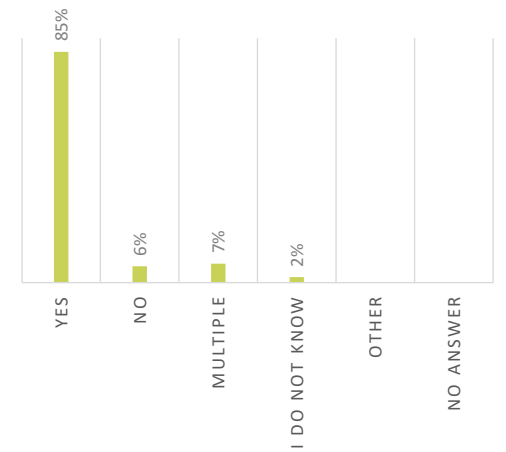
A new record was also achieved for satisfaction with the work on the evaluation report, which reached 96% in 2024, up from 92% in 2023, with no evaluators expressing dissatisfaction.

HOW SATISFIED ARE YOU OVERALL WITH OUR ACCREDITATION PROCESS?



We are proud to report that in 2024, we achieved a record-high satisfaction rate among evaluators from higher education institutions, with 99% expressing that they were satisfied or very satisfied with our accreditation process. Notably, no contact person from any university reported dissatisfaction with the process. This represents an important milestone for us, particularly when compared to 2023, where the satisfaction rate stood at 96%.

WOULD YOU RECOMMEND US TO OTHERS?



The recommendation rate reached a new high in 2024, increasing to 85% compared to 82% in 2023.

# Strengthening Quality Management for Sustainable Excellence

ENHANCING PROCESS STRUCTURES

Enhancing process structures remains a priority for FIBAA in 2025. To ensure robust quality assurance, FIBAA has initiated regular meetings between the Division Manager for Quality Management, other division managers, and the Managing Director. Introduced in 2024, these QM-exchange meetings aim to identify weaknesses in existing workflows, allowing for a thorough revision and optimization of processes. Updated workflows will be graphically detailed and documented in ViFlow, ensuring clarity and precision in FIBAA's operations.



## ADVANCING EVALUATION PROCESSES

Continuous improvement through data-driven insights will define FIBAA's evaluation processes in 2025. The introduction of metadata collection on procedure types will provide a comprehensive understanding of workflows during accreditation. Additionally, deeper evaluations of project managers' performance and experts' contributions during procedures will yield actionable insights, fostering improvements in project management and expert training.

## PREPARING FOR THE ENQA AGENCY REVIEW

Laying the groundwork for the ENQA Agency Review in 2026 is a key focus in 2025. In addition to compiling the annual Quality Management Report, FIBAA will undertake an in-depth review of its QM Concept, originally adopted in 2016. A revised version of the QM Concept will be submitted for approval by the Foundation Board on May 9, 2025. Another major milestone is the preparation of FIBAA's self-assessment report, which will summarize the agency's QM activities and emphasize its commitment to continuous improvement.

The self-assessment report is scheduled for completion by Q4 2025.

## UPHOLDING TRANSPARENCY

Ensuring openness and accessibility in quality management remains central to FIBAA's mission. The QM section of the FIBAA website provides detailed information on key quality management practices and documents. These include annual QM reports, the Self-Assessment Report for ENQA membership renewal and EQAR re-registration, and the FIBAA self-assessment report. Additionally, FIBAA annual reports are publicly accessible, reflecting the agency's commitment to openness and accountability.

## Key figures of the FIBAA expert pool

	2018	2019	2020	2021	2022	2023	2024
<b>Expert pool</b>	705	860	705	787	927	978	1196
<b>Included in the pool of experts</b>	129	84	53	139	156	79	151
<b>Cancellation of Experts</b>	7	3	16	0	13	0	2

## Partner Testimonials and Congratulations on FIBAA's 30th Anniversary

„The higher education sector all around the world is facing significant and disruptive challenges. Demographic shifts and enrolment rates, concerns about delivery methods and curricula against the background of Artificial Intelligence, the role and impact of research and student engagement, the integration of external stakeholders and the society at large – The list is endless, and so are the challenges for our sector. And this is where FIBAA comes in.”

Prof. Mag. Dr. Claudia Mössenlechner,  
Deputy Head of the Academic Council,  
MCI International University of applied  
sciences, Austria

## F-ACC MEETINGS

### Establishing indispensable standards

The FIBAA Accreditation and Certification Committee (F-ACC) is central to maintaining and advancing quality standards in higher education. It ensures transparency, sets essential benchmarks, and rigorously evaluates study programmes and continuing

education offerings against FIBAA's high-quality criteria. As the decision-making body, the F-ACC confers accreditations and certifications, reinforcing FIBAA's commitment to academic excellence.

Beyond its core responsibilities, the F-ACC remains adaptive and forward-thinking, monitoring trends in higher education to ensure accreditation and certification processes meet evolving industry standards. By providing consistent guidance and support to institutions and stakeholders, the F-ACC fosters quality enhancement and drives positive changes in higher education.

The members of the FIBAA Accreditation and Certification Committee (F-ACC) are highly qualified experts from diverse academic and professional backgrounds. They bring extensive experience in higher education, quality assurance, and programme evaluation, ensuring the committee's decisions are both rigorous and well-informed. Their expertise allows them to meticulously assess study programmes and institutional processes, guaranteeing compliance with FIBAA's high standards and fostering continuous quality development. Their collective knowledge supports the committee's vital role in shaping excellence in higher education.

Category of FIBAA Seal	Germany	International	Total
Programme Accreditations	7	243	250
Institutional Accreditations	0	4	4
Certifications (courses)	13	14	27
EDE (Institutional certification)	2	1	3
<b>Total</b>	<b>22</b>	<b>262</b>	<b>284</b>

## F-ACC ACTIVITIES IN GERMANY

F-ACC awarded seven FIBAA Programme Accreditation Quality Seals to German institutions, in line with FIBAA's quality standards. Notably, three universities were granted the prestigious FIBAA Premium Seals for their accredited programmes. Kühne Logistics University (KLU) received a Premium Seal for its Bachelor in Business Administration. The Master in Auditing, carried out in cooperation by Frankfurt School of Finance & Management and Hochschule Mainz, was also recognized with a FIBAA Premium Seal. Additionally, the commission decides on the extension of three study programs.

These achievements underscore FIBAA's ongoing commitment to quality assurance and academic excellence in higher education.

## INTERNATIONAL FIBAA ACCREDITATIONS

In 2024, FIBAA significantly expanded its international reach, accrediting over 240 study programmes and four higher education institutions outside of Germany. This development underscores FIBAA's increasing recognition and demand in global higher education markets.

The countries leading in the number of accredited programmes remain Indonesia, Vietnam, and Turkey. These regions continue to demonstrate strong engagement with FIBAA's quality standards and accreditation processes. Additionally, there has been a noticeable increase in interest from higher education institutions in Kazakhstan, Azerbaijan, Cyprus, and Jordan. Importantly, 2024 also marked the first-time accreditation procedures in several other countries, reflecting the expanding geographic scope of FIBAA's accreditation services.

Among the notable achievements of 2024, the Universitas Negeri Yogyakarta (Indonesia) received the prestigious FIBAA Premium Seal for its accredited programmes, highlighting the institution's excellence in higher education. This recognition serves as a testament to the growing importance of FIBAA's quality standards in supporting academic institutions worldwide.

FIBAA remains committed to fostering academic excellence, transparency, and employability in higher education. The widening in international demand for its accreditation services demonstrates the enduring trust and recognition of the FIBAA Quality Seal across diverse educational landscapes.

## CERTIFICATION AND EXCELLENCE IN DIGITAL EDUCATION SEALS

The FIBAA Accreditation and Certification Commission has awarded the FIBAA quality seal "Excellence in Digital Education"<sup>®</sup> three times in 2024: to Hochschule Macromedia, to Campus O2 University of Applied Sciences in Graz, Austria, and to FOM - Hochschule für Oekonomie und Management. FOM has been awarded the quality seal "Excellence in Digital Education"<sup>®</sup> in the premium category.

The FIBAA Accreditation and Certification Commission has awarded the FIBAA quality seal for continuing education courses to 27 educational offers in 2024. All these courses are offered by alternative providers, among others courses by Meta, Microsoft, IBM and Google exclusively offered by Coursera, and several courses by the Sparkassenakademien in Baden-Württemberg and Nordrhein-Westfalen.

## CERTIFICATION

## Elevating Excellence — FIBAA Certification of Continuing Education Courses



Certification at FIBAA serves as a mark of excellence for continuing education providers, ensuring alignment with international academic quality standards. This process is designed for Higher Education Institutions (HEIs) and other education providers offering non-degree courses like compact courses, certificate courses, and micro-credentials. Through certification, providers enhance the recognition, transparency, and comparability of their continuing education offers within the global education market.

FIBAA's certification offers an internationally recognized quality seal, underscoring the institution's commitment to excellence. Each course is evaluated by experts according to the European Standards and Guidelines (ESG), the European Qualifications Framework (EQF) and the European Credit Transfer and Accumulation System (ECTS). The certification process highlights a course's strengths, identifies potential for development, and emphasizes employability and practical relevance. Thanks to its service-oriented, efficient, and flexible approach, FIBAA ensures that certifications are completed within 4-6 months, offering educational providers a valuable opportunity to stand out in a competitive market.

### 2024 – A YEAR OF JOURNEYS, CONNECTIONS, AND MILESTONES

The year 2024 marked a transformative phase for FIBAA's certification procedures. A major milestone was the rigorous revision of the FIBAA Certification Assessment Guide, developed with substantial contributions from a specially established team of highly qualified experts. The review aimed to modernize the certification framework by integrating contemporary and highly relevant themes, such as micro-credentials, MOOCs, and quality education aligned with the United Nations Sustainable Development Goal 4 (SDG 4). Furthermore, the review had to address the challenges and opportunities presented by artificial intelligence in education. The new assessment guide is set to launch in the first quarter of 2025, offering a comprehensive, future-ready approach to certification.

Throughout 2024, the Certification Team played an active role in seven key international and national conferences to strengthen professional exchange and raise awareness of FIBAA's certification approach. Among other events, Managing Director Diane Freiberger and Michael Stephan, Division Manager for Certifications, led a round table discussion on "Quality

Assurance for Digital Education and Micro-Credentials” at the INQAAHE Forum 2024 in Bucharest. Additionally, Diane Freiberger represented FIBAA at Coursera Connect 2024 in Las Vegas, where she served as a speaker at the “Pathways to Advancement in Credit Recommendation” session. Meanwhile, Christiane Butler, Deputy Division Manager for Certifications, shared FIBAA’s perspective at the 30th Annual Online Educa Berlin conference in November. Her session, “Embracing Digital Education – A Checklist for

Institutional Transformation,” provided a practical roadmap for institutions navigating digital transformation.

Complementing these efforts, FIBAA organized four “Excellence in Digital Education”® webinars in 2024, bringing together over 130 experts to discuss critical topics of digital education, like quality standards, certification procedures, and learning analytics. These engagements reaffirmed FIBAA’s role as a forward-thinking leader in quality assurance and certification.

To sustainably position FIBAA’s expertise in external quality assurance of digital education, FIBAA also contributed to two publications:

- Handbook “Quality in Studies, Teaching and Research”: “Learning Analytics: Five Recommendations for Action” (published 2024)
- Handbook The world of EdTech; „Bridging the Gap: Overcoming collaboration challenges between Universities and EdTech Companies” (to be published 2025)



Mag.a Diane Freiberger, MBA, FIBAA Managing Director, and Michael Stephan, M.A., Division Manager Certifications

#### ADVANCING QUALITY ASSURANCE THROUGH CERTIFICATION AT FIBAA IN 2024

The FIBAA certification ensures that certified continuing education courses meet rigorous standards of quality, offering learners around the world valuable credentials that are aligned with international best practices in education.

In 2023-24, 32 education courses exclusively available on Coursera, have been certified with the FIBAA quality seal. Most of these courses are “professional certificates”, which help learners to earn a certification of job readiness for an in-demand career in

IT or online marketing. “Professional certificates” exclusively available on Coursera include courses provided by companies like Google, IBM, Microsoft, and Meta.

**DRIVING EXCELLENCE  
IN DIGITAL EDUCATION:  
PIONEERING QUALITY AND  
INNOVATION**

The FIBAA quality seal “Excellence in Digital Education”® is FIBAA’s internationally recognized mark of distinction for outstanding digital education offerings. It certifies that higher education institutions (HEIs) and education providers meet high standards in the design, delivery, and development of digital teaching and learning. This seal enhances the institution’s reputation and ensures students, employers, and stakeholders of the quality and relevance of its digital learning offers.

To earn this seal, institutions undergo a rigorous evaluation by independent experts. The assessment covers key areas such as digitalisation strategy, staff, digital infrastructure, learner support, teaching methods, and the quality assurance of digital portfolios. The process not only recognizes excellence but also offers guidance for continuous improvement. Institutions that achieve

this seal position themselves as leaders in digital education, showcasing their commitment to future-ready, flexible, and learner-centered education.

These trends emphasize the importance of maintaining high standards in digital education to meet the evolving demands of both students and the wider academic community.



The FIBAA quality seal “Excellence in Digital Education”® is attracting increasing interest from HEIs in Germany and the DACH region, particularly those specializing in digital learning formats. Institutions such as IU Internationale Hochschule and SRH Fernhochschule, along with 10 other HEIs, have already earned this prestigious certification. The growing number of inquiries FIBAA receives reflects the expanding interest in digital education, as well as the global development of digital learning formats.



## Key Achievements in 2024



### OVERVIEW OF THE DIVISION

The FIBAA Division for National Procedures is responsible for the organization and execution of accreditation procedures for higher education institutions (HEIs) in Germany. The division manages several key types of accreditations:

- Programme Accreditations in accordance with the Interstate Study Accreditation Treaty and the relevant state ordinances, leading to the awarding of the

German Accreditation Council (Akkreditierungsrat) seal.

- System Accreditations in accordance with the Interstate Study Accreditation Treaty and the relevant state ordinances, which allow HEIs to independently accredit their own study programmes once their internal quality assurance system is approved.
- FIBAA Programme Accreditation Quality Seals, which provide an additional international quality distinction for HEIs striving to enhance their global competitiveness.

Through these services, FIBAA supports German HEIs in achieving national and international quality assurance goals, reinforcing transparency and continuous development in higher education.

### PROGRAMME ACCREDITATION

In 2024, the Division for National Procedures successfully conducted 69 programme accreditations at 36 German higher education institutions (HEIs) across ten federal states. While most procedures were aimed at awarding the German Accreditation Council seal, demand for the FIBAA Programme

Accreditation Quality Seal remains stable. A total of seven programmes from German HEIs underwent programme accreditation according to FIBAA's independent quality standards, reflecting the sustained interest in international competitiveness and the desire of German HEIs to attract international students.



### SYSTEM ACCREDITATIONS

The demand for system accreditations remained steady in 2024. System accreditation enables German HEIs to accredit their own programmes internally without external review, offering substantial operational and administrative advantages. FIBAA

conducted system accreditation procedures for two German HEIs in 2024. Two procedures have started and will be finished in 2025.

ACCREDITATION OF PROGRAMMES UNDER § 8A WPO (WIRTSCHAFTSPRÜFERORDNUNG)

FIBAA has unique expertise in accrediting master’s programmes in accordance with § 8a WPO, which streamlines the route for students to become certified auditors (Wirtschaftsprüfer) in Germany. These accreditations are subject to the

stringent quality requirements of the Wirtschaftsprüferkammer (Chamber of Public Accountants). In 2024, FIBAA carried out one procedure at a HEI, solidifying its expertise in this specialized field.

COLLABORATION AND INDUSTRY ENGAGEMENT

Active participation in the German accreditation network is a key focus of the Division for National Procedures. In August 2024, division leadership and project managers attended the summer meeting of the German Accreditation

Council, fostering dialogue on future trends and best practices. Additionally, in November 2024, a regular coordination meeting with German accreditation agencies took place at FIBAA head office in Bonn, emphasizing cooperation and shared goals for quality development in higher education.

CAPACITY BUILDING AND INTERNAL DEVELOPMENT

Continuous professional development is a cornerstone of FIBAA’s internal quality assurance efforts. In April 2024, the Division for National Procedures organized a specialized writing workshop for its staff. The training was especially valuable for the preparation of accreditation reports, ensuring clarity, precision, and alignment with FIBAA’s high standards of quality and transparency.



<= Award ceremony at the Frankfurt School of Finance & Management, where the Master in Auditing Programme – offered jointly by Frankfurt School of Finance & Management and Hochschule Mainz – was honored with the FIBAA Premium Seal.

## Partner Testimonials and Congratulations on FIBAA's 30th Anniversary

„We have been working together for 20 years now. We have accredited around 80 new degree programmes together with you and carried out various re-accreditations. Last year saw the successful system accreditation. FIBAA has provided us with excellent support in all of these procedures.”

Prof. Dr. Marcus Bysikiewicz,  
President of the Euro-FH,  
Germany

ACCREDITATION –  
INTERNATIONAL  
PROCEDURESKey  
Achievements in  
2024REVISED FIBAA GUIDELINES  
FOR HIGHER EDUCATION  
INSTITUTIONS

In October FIBAA announced the release of our newly revised Guidelines for Higher Education Institutions (HEIs). These comprehensive guidelines are designed to help HEIs navigate the accreditation process more effectively, based on insights from thousands of successful accreditations in over 30 countries. The new Guidelines for HEIs clarify all uncertainties about writing your Self-Evaluation Report according to the FIBAA Assessment Guide or preparing the Appendices.

The new Guidelines for HEIs includes clear instructions on writing your self-evaluation report, a complete checklist for essential appendices, step-by-step

technical requirements for submission and guidance on post-visit statements for the accreditation report.

FIBAA ASSESSMENT GUIDE  
2025

Higher education experiences constant development and changes. Recent changes impacting the quality of higher education originate from the emergence of artificial intelligence as a teaching and monitoring tool or as a tool for producing scientific work, as well as the importance of inclusive and equitable quality education and lifelong learning opportunities for all (SDG 4). Therefore, FIBAA decided that these aspects should also be reflected in the assessment of study programmes at Higher Education Institutions. Consequently, the FIBAA Divisions adapted their assessment criteria accordingly.

In November 2024, the F-ACC approved the new FIBAA Assessment Guide for Bachelor and Master programmes, as well as the Assessment Guide for Doctoral Programmes. We're excited to announce that FIBAA will host an official release event in the beginning of 2025 to celebrate this milestone. Furthermore, for smooth implementation of the updated FIBAA Assessment Guide

several webinars for HEIs are planned for spring 2025.

## ACCREDITATION IN EUROPE

FIBAA made significant strides in its European accreditation activities during 2024. One of the key highlights was the successful accreditation of a Joint Degree under the European Approach, involving HEIs from Germany, Cyprus, and France. FIBAA also successfully conducted the re-accreditation of study programs at Nehemiah Gateway University, Albania.

On May 30, Yuliia Bleshmudt, Deputy Division Manager of FIBAA's International Procedures Department, made a personal visit to the NAQA office in Kyiv. NAQA, the National Agency for Higher Education Quality Assurance in Ukraine, plays a pivotal role in promoting educational standards and quality in the region. This visit underscores FIBAA's commitment to maintaining close collaboration and support for international quality assurance efforts, even amidst the full-scale invasion of Ukraine.

FIBAA's European engagement continues to expand, with several noteworthy projects already planned for 2025. The collaboration with Hobéon, a Dutch accreditation agency, is set to advance further. Hobéon is the only

agency in the Netherlands certifying the integration of the Sustainable Development Goals (SDGs) in Higher Education. Both organizations aim to offer joint accreditation and certification procedures that combine the FIBAA Quality Seal for programme accreditation with Hobéon’s “Sustainable Higher Education” (SHE) certification, thereby providing HEIs with a comprehensive quality assurance solution.

In 2025, FIBAA will conduct two Institutional Accreditation Procedures in Switzerland, adhering to the procedural rules and quality standards set by the Swiss Higher Education Act (HEdA) and aligned with the European Standards and Guidelines (ESG).

Additionally, FIBAA is preparing for the accreditation of another Joint Degree under the European Approach, which

will involve HEIs from Austria, Croatia, Finland, and Slovakia. A re-accreditation procedure is also scheduled for an institution in Austria, demonstrating FIBAA’s ongoing commitment to supporting HEIs in maintaining and enhancing their quality standards in higher education.

These initiatives reaffirm FIBAA’s role as a key player in European higher education, promoting transparency, mobility, and excellence in alignment with European quality standards.

#### ACCREDITATION IN KAZAKHSTAN

In recent years, the number of FIBAA accreditations has grown significantly, with 2022 and 2023 showing a notable increase driven by growing interest in international accreditation. This upward trend continues, especially with new institutions like SDU and AlmaU successfully achieving accreditation for multiple study programs.

In 2024, FIBAA’s Managing Director and the Deputy for International Accreditation Procedures visited key higher education institutions in Astana and Almaty, as well as their longstanding partner, Kazakhstan’s national accreditation agency, IAAR.



Yuliia Bleshmudt, Deputy Division Manager for International Procedures Department, at the NAQA office in Kyiv

During an August 2024 meeting with the Committee for Quality Assurance in Science and Higher Education within Kazakhstan’s Ministry of Education and Science, FIBAA was invited to prepare a policy brief. This brief will provide an overview of Germany’s quality assurance system, criteria for panel members, and a comprehensive analysis of FIBAA-accredited programs in Kazakhstan, outlining their strengths and areas for improvement.

In January 2025, FIBAA will present the policy brief and findings as part of a forum with representatives from the Kazakhstan’s Ministry of Education and Science. Additionally, three institutional accreditation procedures are scheduled for 2025, including two re-accreditations, highlighting FIBAA’s ongoing commitment to supporting quality assurance in Kazakhstan.



Diane Freiberger, FIBAA Managing Director, and Yuliia Bleshmudt, Deputy Division Manager for International Procedures Department, at the Kazakhstan’s Ministry of Education and Science



#### ACCREDITATION IN AZERBAIJAN

In 2024, several study programs at one of Azerbaijan’s oldest universities successfully achieved the FIBAA Quality Seal without any conditions, underscoring the institution’s commitment to international quality standards.

During December 2024, FIBAA’s Managing Director and the Deputy for International Accreditation Procedures visited multiple higher education institutions in Baku. These engagements provided an opportunity to showcase FIBAA’s expertise and strengthen ties within the Azerbaijani higher education sector. Highlighting this visit, the Managing Director served

## Partner Testimonials and Congratulations on FIBAA's 30th Anniversary

**„FIBAA is a pillar of transparency and quality in the field of higher education. FIBAA's exceptional work as an international accreditation agency and its partnership with KIMEP over the years is essential to our success as a university.”**

**Dr. Chan Young Bang,  
President of the Kazakhstan  
Institute of Management,  
Economics and Strategic  
Research (KIMEP University),  
Kazakhstan**

as a keynote speaker at a conference hosted by Azerbaijan State University of Economics (UNEC), where she presented on “International Program Accreditation Perspectives for Azerbaijani HEIs.” The event facilitated meaningful discussions with colleagues from TKTA (the State Agency for Quality Assurance in Education) and the UNEC team, paving the way for future collaborations.

Looking ahead to 2025, accreditation procedures are planned for five additional study programs, further deepening FIBAA's involvement in Azerbaijan. Moreover, a conference scheduled for May/June 2025 in Baku promises to foster further dialogue and collaboration with Azerbaijani higher education institutions.

## ACCREDITATION IN INDONESIA

Indonesia remains one of the leading countries in terms of FIBAA accreditations. In 2024, FIBAA accredited over 100 study programmes at Indonesian higher education institutions, reflecting the country's strong commitment to international quality standards in higher education.

In May 2024, a decision by the Indonesian Minister of Education, Culture, Research, and Technology resulted in FIBAA not being included in the official list of recognized international accreditation bodies. Despite this setback, FIBAA remains steadfast in its commitment to supporting and enhancing the quality of higher education in Indonesia.

Recognizing the importance of official recognition, FIBAA submitted a new proposal for inclusion in the list of recognized international accreditation bodies. We are actively engaging with the relevant authorities, regularly following up with responsible entities to ensure progress on this front. Our goal is to regain recognition and reaffirm our role as a trusted international accreditation agency in Indonesia.

FIBAA remains dedicated to fostering quality development in Indonesian higher education, supporting institutions

in achieving international standards and enhancing global competitiveness. We are optimistic that our ongoing efforts and demonstrated commitment will result in renewed recognition from the Ministry of Education, Culture, Research, and Technology in Indonesia.

## ACCREDITATION IN VIETNAM

Vietnam continues to be one of the leading countries in terms of FIBAA accreditations. In 2024, FIBAA accredited over 50 study programmes at Vietnamese higher education institutions, reflecting the country's dedication to international quality standards in higher education.



Awarding ceremony at the Van Lang University, Vietnam



A key highlight of the year was the strategic meeting with the Vietnamese Department for Quality Assurance (VQA) under the Ministry of Education & Training (MOET). In October 2024, FIBAA's Managing Director, Diane Freiberger, and Division Manager for International Accreditations, Nina Rotermund, met with VQA's leadership, including Prof. Huynh Van Chuong (Director General), Mr. Hoang Thai Son, and Mr. Chu Duc Dung (Officers of the Education Quality Accreditation Management Division).



The discussion focused on FIBAA's accreditation activities and its upcoming projects in Vietnam. Drawing on insights from over 70 programme accreditations and several institutional accreditations conducted at Vietnamese universities, FIBAA shared an analysis of key expert recommendations and best practices.

Both parties reaffirmed their commitment to future cooperation, underscoring a shared vision for advancing quality assurance in Vietnam's higher education sector.

Looking ahead, FIBAA aims to broaden its scope of accreditation procedures in Vietnam. A notable initiative planned for 2025 is the "Pathway to Successful Accreditation" conference, scheduled for March. This event will target higher education administrators, quality assurance professionals, and university leaders, offering insights on how to achieve successful accreditation outcomes and strengthen the strategic direction of Vietnamese higher education institutions.

FIBAA is actively pursuing an extension of its accreditation scope in Vietnam, demonstrating its commitment to fostering quality assurance in the region. As part of this effort, FIBAA will submit its annual report to the Ministry of Education and Training (MOET) in February 2025.

In addition, several study programs with a distance learning format are slated for accreditation in 2025, reflecting the growing demand for flexible education models that align with international quality standards. These initiatives highlight FIBAA's dedication to adapting

to emerging trends and supporting the development of higher education in Vietnam.

#### ACCREDITATION IN TURKEY

Turkey remains one of the leading countries in terms of FIBAA accreditations. In 2024, FIBAA accredited over 30 study programmes at Turkish HEIs, underscoring the country's commitment to upholding international quality standards in higher education.



A key highlight of the year was FIBAA's participation in the VII International Teacher Education and Accreditation Congress (ITEAC), held in Bursa, Turkey, in October 2024. Hosted by EPDAD, the Association for Evaluation and Accreditation of Teacher Education

Programs, this prestigious event brought together global experts to discuss quality assurance in teacher education. FIBAA Managing Director, Diane Freiburger, delivered a keynote speech on “Digital Transformation, Internationalization, and Cultural Approaches in Quality Assurance Processes,” sharing valuable insights and best practices in the field.

Looking ahead, FIBAA plans to broaden its scope of accreditation procedures in Turkey, further supporting the development of quality assurance frameworks and fostering stronger partnerships with Turkish higher education institutions. In particular, FIBAA discussed and agreed on supporting representatives from Ankara University with a project called “Determination of Quality Standards in Legal Education”.

### ACCREDITATIONS IN OTHER COUNTRIES

FIBAA continues to strengthen its global presence through accreditation activities and collaborations in other countries.

In April 2024, FIBAA engaged with the Joan Bin Jassim Academy in Qatar, setting the stage for online accreditation procedures scheduled for January 2025. This initiative underscores FIBAA’s commitment to

supporting quality assurance in higher education across the Middle East.

A major milestone in 2024 was welcoming representatives from Thailand’s Office for National Education Standards and Quality Assessment (ONESQA). This engagement fostered dialogue on international accreditation practices and potential collaborations.

In Lebanon, FIBAA collaborated with Université La Sagesse (ULS) for an accreditation procedure. After an online review held from October 21 to 23, 2024, the final decision is anticipated in January 2025, aligning perfectly with ULS’s celebration of its 375th anniversary. This partnership highlights FIBAA’s role in promoting educational excellence globally.



### VISIT OF CHINESE DELEGATION

FIBAA welcomed a delegation from renowned higher education institutions in China to the headquarters in Bonn. Freiburger Diane, FIBAA Managing Director, and Nina Rotermund, Head of International Accreditation Procedures, were pleased to meet with colleagues from Yan’an Vocational and Technical College and Northwest Minzu University.

It was a productive exchange about the German accreditation system, covering both programme and system accreditation, as well as FIBAA’s international accreditation offerings. The Chinese guests found many parallels with the national accreditation processes in China.



## Partner Testimonials and Congratulations on FIBAA's 30th Anniversary

**„FIBAA has significantly contributed to improving university administration and quality assurance, thereby enhancing the overall quality of education and meeting the evolving needs of learners, employers and society.”**

**Prof. Tien Khai Tran, Head of the Department of Quality Assurance and Curriculum Development at the University of Economics Ho Chi Minh City, Vietnam**

FIBAA is invited to participate in a forum at the Shanghai Jiaotong University in Shanghai, PRC in March 2025. We hope to gain insight into the accreditation processes in China and to present FIBAA as an international partner for quality assurance tailored to the requirements and needs of HEIs in China.

### ENRICHING COLLABORATION WITH CEENQA

From September 9 to 20, 2024, FIBAA hosted Mr. Shkelzen Gerxhaliu, Director of the Department for Evaluations and Monitoring at the Kosovo Accreditation Agency (KAA), as part of a staff exchange program. The visit was designed to foster knowledge exchange and provide Mr. Gerxhaliu with an in-depth understanding of FIBAA's working methods.

During his time at FIBAA, Mr. Gerxhaliu actively participated in daily operations, offering valuable insights into the internal processes of the Kosovo Accreditation Agency and accreditation standards in Kosovo. The exchange proved mutually beneficial, enriching both organizations through shared experiences and perspectives, and further strengthening ties between FIBAA and KAA.

## INTERNATIONAL AFFAIRS

### Fostering Global Cooperation in Higher Education

FIBAA continues to strengthen its international presence by engaging in meaningful partnerships, supporting academic mobility, and contributing to global quality assurance in higher education. Through active participation in networks such as CEENQA, NCEQE, and MAB, FIBAA remains committed to advancing quality assurance on a global scale.

#### MEMORANDUM OF UNDERSTANDING WITH HUNGARIAN ACCREDITATION COMMITTEE (MAB)

In July 2024, FIBAA and the Hungarian Accreditation Committee (MAB) signed a Memorandum of Understanding to foster cooperation and promote quality assurance in Hungarian higher education. This partnership underscores FIBAA's continued dedication to building strong, collaborative relationships with

international accreditation bodies and enhancing global educational standards.

#### CEENQA: STRENGTHENING COLLABORATION IN CENTRAL AND EASTERN EUROPE

As a proud member of the Central and Eastern European Quality Assurance Agencies in Higher Education (CEENQA) network since 2002, FIBAA continues to

benefit from invaluable opportunities for knowledge exchange and collaboration with 45 members from 28 countries. In June 2024, FIBAA Managing Director Diane Freiberger was appointed Vice-President of the CEENQA Executive Board, further solidifying FIBAA's active role in the network. A notable event was the staff exchange with the Kosovo Accreditation Agency (KAA) in September 2024, allowing for deepened cooperation and mutual learning.



Freiberger Diane, FIBAA Managing Director, with Valéria Csépe, MAB President and Péter Levente Lakatos, MAB General Director

## NCEQE, GEORGIA: ENHANCING COOPERATION

FIBAA's partnership with the National Center for Educational Quality Enhancement (NCEQE) in Georgia began with the signing of a Memorandum of Understanding (MoU) in April 2023, followed by a successful staff exchange in 2024. In November 2024, Diane Freiberger was appointed as a Coordination Council Member of NCEQE, marking an exciting

new chapter in FIBAA's commitment to advancing educational quality and best practices globally.

## QA-FIT FINAL CONFERENCE OF ENQA IN BRUSSELS

On November 7th, European Association for Quality Assurance in Higher Education (ENQA) hosted the QA-FIT Final Conference in Brussels, a key event

in the evolution of quality assurance standards in the European Higher Education Area (EHEA). The QA-FIT project, launched in 2022, is dedicated to exploring the effectiveness of the current Standards and Guidelines for Quality Assurance (ESG) in adapting to the rapid advancements in higher education. The culmination of this project was presented in the final paper: "Quality assurance fit for the future: Key considerations for the revision of the ESG." Yuliia Bleshmudt, Deputy Head of International Accreditation at FIBAA, has participated in the QA-FIT Final Conference.

Through these international engagements, FIBAA is enhancing its impact on the global education landscape, ensuring that quality assurance and educational excellence transcend borders.



Freiberger Diane, FIBAA Managing Director and Vice-President of the CEENQA Executive Board with CEENQA leadership

## CONSULTING

## You have the Idea – We have the Solution

### EXPERT GUIDANCE FOR QUALITY ASSURANCE AND ACCREDITATION

FIBAA Consult provides customized advisory services to higher education institutions (HEIs) at every stage of their quality assurance and development journey. With a focus on practical, hands-on support, the division offers workshops, seminars, and individual consultations. These services are aimed at strengthening institutions' internal quality management and preparing them for crucial accreditation processes at both the national and international levels. The FIBAA Consult team comprises experienced professionals with extensive expertise in accreditation procedures, ensuring clients benefit from best-in-class preparation and guidance.

### KEY PROJECTS AND FUTURE PROSPECTS

In 2024, FIBAA Consult worked with two newly established HEIs to support their accreditation journey with the German Accreditation Council and the German Science and Humanities Council. Additionally, FIBAA Consult started working with a German university as it pursues system accreditation. The offered support for 2024 and 2025 includes workshops with the university's management, continuous feedback on documents, and training for participants in on-site assessments.

Looking ahead to 2025, FIBAA Consult plans to introduce a new service tailored to system-accredited HEIs in Germany. This initiative aims to support institutions in managing the increased volume of quality management tasks and ensuring compliance with regulatory requirements. By doing so, FIBAA Consult continues to position itself as a key partner for HEIs striving for excellence in quality assurance.

# Enhancing Expertise and Efficiency

### ACHIEVEMENTS IN 2024

In 2024, the FIBAA Expert Management division focused on optimizing its processes and enhancing the support and development of its expert pool. One of the key milestones was the refinement of operational workflows. This included the creation of a new standard service contract and the digitization of document signing using Insign, making procedures more efficient. Collaboration with experts was significantly improved through the introduction of a shared Excel-based system for expert search and team formation, enabling real-time updates and facilitating coordination among all stakeholders.

To support expert development, FIBAA conducted its first onboarding training for experts in national procedures. The training was well received, with one participant, Dr. Olaf Neitzsch, stating, “I have been an expert with FIBAA for

10 years and have been involved in many accreditations, both nationally and internationally. It was still valuable to receive an update and engage with colleagues.”



FIBAA also achieved significant growth in its expert pool, which now includes nearly 1,200 experts. This expansion ensures that expert teams can be assembled early and effectively for accreditation procedures. The Expert Management division completed a successful migration of its internal operations to SharePoint, ensuring better document management and accessibility. To further enhance visibility and transparency, a video about the expert system was produced and published on the FIBAA website and social media platforms, providing an inside look into how FIBAA engages and

supports its expert community.

A concise one-pager detailing the roles and processes involved in expert work has been developed. This document not only provides transparency about the procedures but also supports experts in ensuring smooth and efficient operations during accreditation processes.

### OUTLOOK FOR 2025

Looking ahead to 2025, the division aims to further enhance efficiency and engagement through the development of a dedicated Expert Management section within FIBAA's CRM system. This initiative is intended to streamline the coordination and communication with experts. Additionally, the onboarding training program will be extended to international experts, ensuring that all FIBAA experts, regardless of location, have a shared understanding of accreditation processes. To support growing demand, FIBAA also plans to expand its pool of experts nationally and internationally, ensuring access to a diverse range of specialists to meet the evolving needs of the higher education sector. The Expert Management division continues to be a vital pillar in FIBAA's mission to maintain and promote high standards of quality assurance in higher education worldwide.

MARKETING ACTIVITIES

## Strategic Focus on Customer Engagement

In 2024, FIBAA intensified its marketing activities in alignment with its strategic objective to enhance customer satisfaction and improve the customer journey. By adopting a more targeted approach to communication, FIBAA aims to foster stronger relationships with its stakeholders, ensuring a seamless experience from the initial point of contact to the conclusion of services. These efforts are designed to strengthen brand presence, increase client engagement, and support sustainable growth.

CELEBRATING 30 YEARS: FIBAA'S ANNIVERSARY COMMUNICATION AND BRANDING

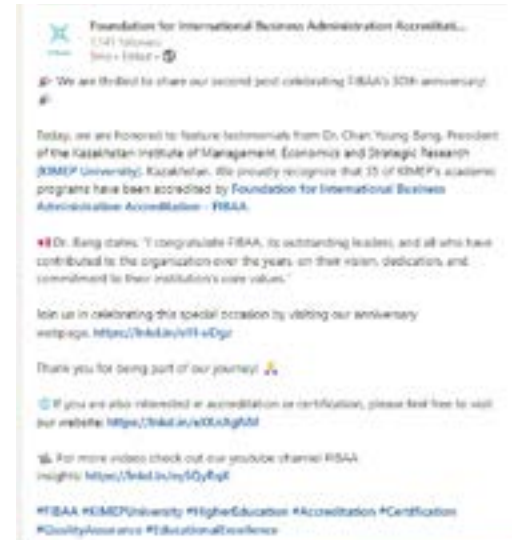
The year 2024 marked a significant milestone for FIBAA — its 30th anniversary. To celebrate this

achievement, comprehensive communication and branding initiatives were implemented across all FIBAA channels, ensuring consistent messaging and visibility throughout the year.



A distinctive anniversary logo and branding elements were developed and prominently featured on all communication materials, including email signatures, presentations, and the FIBAA website.

Throughout the year, FIBAA utilized its social media channels, including LinkedIn, to share engaging content celebrating its history, achievements, and future vision. Special posts highlighted milestones, testimonials from partners and employees, and key events such as the anniversary celebration held in November.





The anniversary theme was also integrated into FIBAA's newsletters, press releases, and the launch of targeted campaigns showcasing the organization's impact on higher education quality assurance. Testimonials from long-standing partners further emphasized FIBAA's role as a trusted and innovative accreditor.

The culmination of the anniversary celebrations was the official event in Bad Honnef in November 2024. Pre- and post-event communication amplified the occasion's significance, engaging stakeholders and extending the celebration's reach.

These activities not only commemorated FIBAA's legacy but also strengthened its connections with partners, experts, and stakeholders, reinforcing its position as a leader in international accreditation and quality assurance.

### FIBAA WEBSITE

The website [fibaa.org](http://fibaa.org) continues to serve as a central platform for stakeholders seeking information on FIBAA's services, accreditation procedures, and insights into higher education quality assurance. In 2024, the website experienced stable growth in traffic and user engagement, especially from its target countries.

Regular updates and the launch of new pages ensured that the platform remained relevant and user-friendly.



Looking ahead, FIBAA plans to develop a new website, set to launch in 2026. This new website will be fully integrated with the FIBAA CRM system, providing users with a more personalized and interactive experience. It aims to transform the website from a static information portal into a dynamic, user-centric platform where stakeholders can access customized tools and interact with FIBAA more efficiently.

### LINKEDIN: A LEADER AMONG COMPETITORS

FIBAA's LinkedIn presence demonstrated significant growth in 2024, reaching over 1,000 followers by October — a notable milestone in its journey toward thought leadership in accreditation and certification. Throughout the year, FIBAA maintained its position as a leader among competitors on LinkedIn, reflecting its strong brand presence.



150 posts were published, averaging nearly one post every two days. This steady flow of high-quality content not only increased visibility but also strengthened stakeholder engagement. Moving forward, FIBAA aims to further increase its LinkedIn following, utilizing organic growth strategies and high-value content that fosters dialogue and enhances its professional network.

### YOUTUBE: EXPANSION OF FIBAA INSIGHTS



FIBAA's YouTube channel, FIBAA Insights, continued to grow in relevance and impact in 2024. Building on the success of the previous year, the channel expanded its content and now presents seven information videos. These videos offer essential insights into FIBAA's procedures, aimed at supporting potential partners and experts in understanding key aspects of accreditation and certification. By the end of 2024, the channel experienced double-digit growth in subscribers, surpassing 100 subscribers and attracting hundreds of views per video. For 2025, the focus will be on developing new video content tailored to the diverse needs of FIBAA's target audiences.

### FORWARD-LOOKING INITIATIVES FOR 2025

In 2025, FIBAA aims to strengthen its digital and content marketing strategy with several key initiatives.

A new website will be developed and integrated with FIBAA's CRM system, offering stakeholders interactive self-service tools and modules to enhance user experience and streamline processes. Additionally, FIBAA plans to launch an Instagram channel, recognizing its influence in certain international markets. This move aims to increase brand visibility and engagement with a broader audience.

To support its participation in conferences and global events, new marketing materials will be created in multiple languages. This initiative ensures that FIBAA can communicate clearly and effectively with diverse target groups. The organization also plans to expand its video content on the YouTube channel, focusing on high-quality, informative videos tailored to the needs and interests of its stakeholders. These videos will serve as key resources for understanding FIBAA's accreditation and certification procedures.

FIBAA's marketing activities in 2024 laid a strong foundation for future growth.

With a clear strategy for customer engagement, consistent growth on digital platforms, and a focus on providing user-centric content, FIBAA is well-positioned to continue its leadership in the accreditation and certification space. Looking forward, FIBAA aims to further expand its digital footprint, develop advanced communication tools, and offer enhanced support to its clients and stakeholders worldwide.

## OUTLOOK 2025

### FIBAA STRATEGY 2030

- Launch of a CRM
- New FIBAA Website: preparation to launch in 2026

### FIBAA ACTIVITIES

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

### FIBAA QUALITY MANAGEMENT

- Preparation to ENQA Review in 2026

### NOTES ON DATES

#### F-ACC Meetings

- 13 Januar 2025
- 12 March 2025
- 5 June 2025
- 5 September 2025
- 26 November 2025

## Partner Testimonials and Congratulations on FIBAA’s 30th Anniversary

„Over the past three decades, FIBAA has set exemplary standards in accreditation and quality assurance, significantly contributing to the enhancement of higher education globally.”

Dr. Alina Zhumagulova,  
General Director of  
Independent Agency  
for Accreditation and  
Rating, Kazakhstan (IAAR  
Kazakhstan)



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