## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EDITORIAL</strong></td>
<td>3</td>
</tr>
<tr>
<td><strong>STRUCTURAL AND PERSONNEL CHANGES</strong></td>
<td>5</td>
</tr>
<tr>
<td>New Organisation Chart</td>
<td>5</td>
</tr>
<tr>
<td>FIBAA Foundation Board</td>
<td>6</td>
</tr>
<tr>
<td>COVID framework and FIBAA home office strategy</td>
<td>7</td>
</tr>
<tr>
<td>Personnel departures and new arrivals</td>
<td>7</td>
</tr>
<tr>
<td><strong>F-ACC MEETINGS</strong></td>
<td>9</td>
</tr>
<tr>
<td>Committee Merger</td>
<td>9</td>
</tr>
<tr>
<td><strong>FIBAA ACTIVITIES</strong></td>
<td>12</td>
</tr>
<tr>
<td>FIBAA Quality Seal “Excellence in Digital Education“</td>
<td>12</td>
</tr>
<tr>
<td>Short Notes on Accreditation Activities</td>
<td>14</td>
</tr>
<tr>
<td>Trainings, Workshops and Conferences</td>
<td>15</td>
</tr>
<tr>
<td><strong>RECOGNITIONS AND NETWORKS</strong></td>
<td>17</td>
</tr>
<tr>
<td>International Recognitions and Networks</td>
<td>17</td>
</tr>
<tr>
<td><strong>MARKETING</strong></td>
<td>20</td>
</tr>
<tr>
<td>Enhancement of Marketing Activities</td>
<td>20</td>
</tr>
<tr>
<td><strong>OUTLOOK 2022</strong></td>
<td>22</td>
</tr>
<tr>
<td>Highlights</td>
<td>22</td>
</tr>
</tbody>
</table>
DEAR FRIENDS AND PARTNERS,

with our FIBAA Annual Report 2021 I once again have the opportunity to shortly review the past year in order to focus on the tasks and challenges ahead. In the following, I would like to mention some of FIBAA’s most important structural changes and national, as well as international projects.

With the ongoing global coronavirus pandemic and its multi-layered impacts, we faced unprecedented challenges in 2021. We had to protect our employees, but also to protect our long-term business relationships. Thanks to our solid position within the higher education landscape, we were able to respond quickly while continuing to make consistent progress with important projects as well as to develop digital solutions for internal cooperation and interaction with our customers. It is our goal to continue the foundation’s transformation with the focus on digitalisation in 2022.

Nevertheless we introduced some structural changes and faced some rotation in our personnel: On the one hand a New Organisation Chart was presented after adjusting the office’s structure to some of the team changes but the FIBAA Foundation Board was confirmed for another two years. The successful implementation of these transformations was an additional strain for employees in an already challenging environment. Due to our COVID framework and our FIBAA home office strategy in place, our new personnel arrivals were able to fit in smoothly, compensating the unforeseen staff shortage. In the end all changes have been well accepted and contributed in a positive manner to the working environment. The aim is to position FIBAA as a modern, sustainably managed and future-oriented foundation.

Regarding FIBAA activities in 2021, we were able to establish our new FIBAA quality seal „Excellence in Digital Education“ and three pilot procedures were successfully completed. This seal has a promising starting position and will develop a strong market position globally, enabling FIBAA to take the lead in certifying digital learning while accustomed accreditation activities such as programme accreditations are ongoing and professionalised.
Alongside to FIBAA’s core business, Trainings, Workshops and Conferences complete FIBAA’s services and activities – this year particularly through virtual and digital events, allowing to establish even greater customer proximity with new technical solutions and services. Again, confirming that our strategy on digital transformation not only is necessary but also adds value – to us, FIBAA, our business reputation and most of all to our customers.

Internationally, FIBAA plays a significant role and therefore invests time and effort to gain recognitions and maintain networks and cooperations – such as the renewal of the ENQA membership or the re-registration in EQAR.

According to our long-term strategy, in 2021 FIBAA enhanced its marketing activities by starting our LinkedIn Channel and by adding an English version to FIBAA.org. These activities are ongoing in 2022 and imply a deep-dive into public relations and continuous work on content creation for positioning FIBAA and starting to build a reliable FIBAA brand reputation.

Finally, I would like to take this opportunity to thank the staff in the office as well as the external project managers, the commission members and stakeholders for their work, especially also during the challenging pandemic. It is mainly to their credit that, over the last few years, measures were developed and consistently implemented to strengthen FIBAA’s positioning. I look forward to further exciting and constructive cooperation with everyone.

Kind regards

Mag.a Diane Freiberger, MBA
STRUCTURAL AND PERSONNEL CHANGES

New Organisation Chart

After a detailed internal review of the existing business units and in alignment and in accordance with the German Accreditation Council, in October 2021 we introduced our new Organisation Chart.

The following business segmentation was created with a view to the services and the regions (domestic/foreign) and products/services (programme accreditations/system accreditations). The segmentation according to customers and distribution channels did not show any significant segmentation aspects after the first inventory that would clearly and distinctly separate the individual areas.

The segmentation by region (national and international) is also supported by the content-related conditions. For example, FIBAA is the supplier (executive body) for the Accreditation Council in the national area and the FIBAA Accreditation and Certification Committee decides internationally. This also has the consequence that different procedural rules prevail nationally and internationally.

Segmentation by region (national and international) should serve as a basis for further strategic considerations and be the starting point here. In conclusion, there is always potential for further development.

FIBAA Organisation Chart (October 2021)
## FIBAA Foundation Board

### Composition, Membership and Presidency Periods

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<thead>
<tr>
<th>Name</th>
<th>Membership period</th>
<th>Presidency period</th>
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<tbody>
<tr>
<td>Dr. Barbara Dorn</td>
<td>22.10.2021 – 21.10.2023</td>
<td></td>
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<tr>
<td>Prof. André Haelg</td>
<td>22.10.2021 – 21.10.2023</td>
<td></td>
</tr>
<tr>
<td>Dr. Oliver Heikaus</td>
<td>22.10.2021 – 21.10.2023</td>
<td>22.10.2021 – 21.10.2023 (Vice President)</td>
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<tr>
<td>Prof. Dr. oec HSG Rudolf Minsch</td>
<td>22.10.2021 – 21.10.2023</td>
<td>22.10.2021 – 21.10.2023 (President)</td>
</tr>
<tr>
<td>Prof. Dr. Mag. Gerhard Riener</td>
<td>22.10.2021 – 21.10.2023</td>
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<tr>
<td>Mag.ª Melina Schneider</td>
<td>22.10.2021 – 21.10.2023</td>
<td>22.10.2021 – 21.10.2023 (Vice President)</td>
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Composition of the FIBAA Foundation Board (October 2021)
COVID framework and FIBAA home office strategy

Again in 2021 we faced the ongoing pandemic and had to plan along with the measures taken in 2020. We were able to offer our services remotely and in a digital surrounding – stating that FIBAA not only certifies digital excellence but also sets an example in digital transformation of business services and procedures. FIBAA made it possible that all of our team members had an equipped remote desktop and were therefore able to continue deliver our services, offer digital on site visits within accreditation procedures as well as perform regular digital meetings and video calls.

EXAMPLE MEASURES

- two media rooms with professional conference equipment
- extended licenses for video-conferences including simultaneous translator
- regular virtual meetings
- synchronous virtual exchange via chat tool
- installation of Voice over IP (VoIP)
- digital legally binding signature tool

All these measures and efforts enabled us, to continue procedures in a professional and customer-oriented manner. Expert training, on-site visits, workshops and information events as well as the meetings of the commission and the board of trustees were successfully carried out virtually.

CHANCES AND OPPORTUNITIES

It was possible to recruit experts more quickly, particularly for procedures abroad. The preparation of procedures for the experts was decoupled from the on-site visit and could thus be intensified. Appointments for meetings could be found more quickly.

Personnel departures and new arrivals

2021 was a lively year regarding our team composition, therefore we would like to introduce all our new team members and give them a warm welcome.

FAREWELL AND GOODBYE

In April 2021 four team members left for different personal or professional reasons. It was a challenging situation FIBAA faced from one day to the other – but thanks to a great team effort and professional collaboration we managed to get through this crisis and developed an even stronger team spirit.
A WARM WELCOME

Adriane Janosch
Deputy Division Manager International Procedures

Maya Köhler
Projectmanager

Anja Gleißner
Projectmanager

Claudia Heller
Projectmanager

Weronika Stefanska
Assistant to the Managing Director, Quality Management Representative, PR & Marketing

Friderike Uphoff
Projectmanager

Christiane Butler
Projectmanager

Michael Stephan
Projectmanager

Miriam Mesenholl
Marketing and Administration Assistant
F-ACC MEETINGS
Committee Merger

In 2021 the first constituent meeting of the new FIBAA Accreditation and Certification Committee (F-ACC) an election of the managing board took place. This meeting was held online as a protection measurement for the board members and due to the ongoing COVID-19 travelling and assembly restrictions.

The Foundation Board of FIBAA resolved to merge the three existing FIBAA Committees and appointed committee members to the newly created FIBAA Accreditation and Certification Committee (F-ACC).

The background of the merger is the new regulation of the accreditation system in Germany, in which decisions on the Seal of the Accreditation Council Foundation (AR) are no longer made by the agency’s own Committees, but by the AR itself. However, FIBAA also awards its own FIBAA seal for programme accreditations, continuing education courses at higher education institution level and institutional processes at home and abroad, which continue to be decided by its own Committee and whose standards go beyond the national minimum criteria, in particular with regard to internationality and employability. It also awards a Premium Seal for outstanding programmes and higher education institutions.

The Foundation Board expected the restructuring to bundle all of the expertise that was represented in the individual FIBAA Committees and is now continuing their work in the F-ACC in order to generate synergy effects and create even greater efficiency in the decision-making process for accreditation and certification issues.

As Managing Director of FIBAA, I would like to highlight:

“By bundling all forces, some of which have been accompanying FIBAA for years as assessors as well as Committee members, and developing their work professionally, FIBAA is forearmed for future challenges, especially in the areas of digitisation and eLearning, which are becoming more important in these times. I look forward to working with our new Committee.”
Furthermore, FIBAA is pleased to announce the System Accreditation (according to the law valid until 2017) of the UE – University of Europe.

Another interesting point, which should not be missing in the consideration of the first meeting of the F-ACC, is certainly the number of international processes for awarding the FIBAA seal. Also, 17 international study programmes and one international higher education institution were accredited.

SECOND MEETING IN MAY AND THIRD MEETING IN SEPTEMBER

On Friday, 28 May and on Friday, 3 September 2021, the FIBAA Accreditation and Certification Committee (FACC) met. After the managing director, Mag.a Diane Freiberger, reported on the area of the operational business of FIBAA at the beginning of the meeting, discussions and decisions on national and international procedures followed. The areas of programme accreditation and certification of continuing education courses were represented as well as the area of institutional accreditation.

Three processes that received a FIBAA Premium Seal deserve special mention.

FIRST MEETING IN FEBRUARY

On Friday, 26 February 2021, the newly created FIBAA Accreditation and Certification Committee met for the first time.

In the constituent meeting, the election of the new board of the Committee and its representatives was made. The Committee elected Prof. Weigand, WHU Otto Beisheim School of Management, Vallendar, unanimously to the board of the F-ACC and Dr Tomaschitz from AVL List GmbH, Graz, Prof. Thuy of the IUBH International Higher Education Institution as well as Prof. Trossmann of the Hohenheim University as substitute board members.

In addition to the new board of the F-ACC, a new Assessor Committee was elected. To form this Committee, the Committee elected two scientific representatives, one representative from professional practice and one representative from the student body, as well as one substitute for each position.

This likewise unanimous election resulted in the following members of the new Assessor Committee:

Science: Prof. Schneider, formerly Frankfurt University of Applied Sciences, Prof. Széll, University of Osnabrück, substitute: Prof. Altmann, University of Innsbruck and MCI Management Centre Innsbruck and Prof. Remdisch, Leuphana University in Lüneburg.

Student body: Mr Weibezahn, doctoral candidate in industrial engineering at TU Berlin, substitute: Ms Ekhardt, student at TU Munich.

Professional practice: Mr Abt, IHK CEO, ret., substitute: Ms Wagner, Deutsche Bahn AG.

After the Committee was constituted, the operational business was next on the agenda. This was followed by discussions and resolutions on national and international processes, both in the area of programme accreditation and institutional accreditation. Particularly noteworthy is the fact that the “Accounting and Auditing” (M.Sc.) study programme of the Ruhr University Bochum and the Westfälische Wilhelms-Universität Münster was able to receive a positive accreditation notification. This type of accreditation process is rather rare in practice, as it combines the classic programme accreditation of a study programme with the determination of the special suitability of the study programme for the training of auditors in accordance with § 8a Public Accountants Act.
The MCI Management Center Innsbruck was awarded two Premium Seals – one Seal for the institutional audit and another for the institutional accreditation focusing on the strategic management of the university. In the area of programme accreditation, the FH Joanneum was able to particularly impress the expert panel and the committee with its degree programme DiplomingenieurIn – International Industrial Management. It also received the FIBAA Premium Seal.

Another interesting point is certainly the number of international procedures for the award of the FIBAA seal. A total of 14 international study programmes and two international higher education institutions were accredited by the FACC in its third meeting.

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The outcome of the meeting on November 26th included not only accreditation procedures but also personnel changes.

FIBAA would like to welcome Prof. Dr Ernst Troßmann as the new chairman of the FIBAA Accreditation and Certification Commission – we are looking forward to an intensive and constructive cooperation. At the same time, we would like to bid farewell to Prof. Dr Jürgen Weigand, who has passed on his office as Commission Chairman after many years due to time constraints.

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FIBAA ACTIVITIES

FIBAA Quality Seal “Excellence in Digital Education“

In November 2020, we gathered feedback from the FIBAA Accreditation and Certification Commission, all experts, stakeholders and pilot procedures. In a second step we adjusted the evaluation catalogue, in order to remove redundancies. We were eager to confirm that the procedure and the evaluation catalogue also stand up in practice.

In the end we created a new seal, aligned with theory-practice transfer.

TRADEMARK REGISTRATION IN SWITZERLAND

After submitting our New Quality Seal to the Trademark Registration in Switzerland, we are proud to have received the registration. This confirms our Unique Selling Proposition (USP) for our New Quality Seal.
PILOT PROCEDURES – SWITZERLAND, AUSTRIA AND GERMANY

We would like to present to you the development process and the exact results of the pilot procedures of our new seal “Excellence in Digital Education”.

We would like to thank all contributors for their support in the development of the seal and once again warmly congratulate the participating universities of applied sciences Graubünden, MCI | The Entrepreneurial School® and SRH Fernhochschule – The Mobile University for their achievements in digital teaching so far.

We hope that with our new seal we will be able to set high standards for quality assurance in the field of digital teaching in the future and support many more universities and educational institutions in their associated further development.

The University of Applied Sciences Graubünden has been awarded the FIBAA “Excellence in Digital Education” seal for digital teaching. The UAS Graubünden is the first university in Switzerland to receive the FIBAA Seal “Excellence in Digital Education”. Our Managing Director, Mag.a Diane Freiberger, handed over the certificate for the seal in a festive setting.

MCI | The Entrepreneurial School® was the first university in Austria to receive the FIBAA Seal “Excellence in Digital Education”. FIBAA thus confirms that MCI | The Entrepreneurial School® offers the highest quality digital, competence-oriented and interactive teaching and learning formats with state-of-the-art technical equipment. Our Managing Director, Mag.a Diane Freiberger, presented the corresponding certificates in a festive setting.

SRH Fernhochschule – The Mobile University is the first German university to receive the FIBAA premium seal “Excellence in Digital Education”. The evaluators rated 19 out of 23 criteria as “exceeded”. We would like to take this opportunity to congratulate. In a festive setting, our Managing Director, Mag.a Diane Freiberger, personally handed over the certificates on the campus in Riedlingen.
Short Notes on Accreditation Activities

ZWW
The Centre for Continuing Education and Knowledge Transfer (ZWW) of the University of Augsburg has successfully re-certified the course “Compliance Officer (Univ.)” with the FIBAA seal in autumn 2020. We thank you for the good cooperation!

SPARKASSENAKADEMIE
The Sparkassenakademie Northrhein-Westphalia has been awarded the FIBAA seal of quality for its certificate courses “Bankfachwirt/-in” and “Betriebswirt/-in Banking & Finance”. Both courses exceed the quality requirements in seven criteria.

The certificates were presented to Mr. Andreas Meseke, Ms. Darline Schawohl and Mr. Andreas Maserak by our Managing Director, Mag.a Diane Freiberger, at a ceremony held on 27 September 2021 at the Sparkassenakademie in Dortmund. We would like to congratulate the Sparkassenakademie Northrhein-Westphalia once again and are pleased to have had the opportunity to support them in the quality assurance of their continuing education courses.

TU VIENNA
FIBAA would like to take this opportunity to congratulate the TU Vienna – Academy for Continuing Education once again on receiving the FIBAA quality seal for the Management & Technology MBA degree programme and to thank them on behalf of Mag.a Diane Freiberger for their courteous hospitality at the official certificate presentation ceremony.

MCI | THE ENTREPRENEURIAL SCHOOL®
We would also like to extend our warmest congratulations to the MCI | The Entrepreneurial School®, the rector of the university Mr. Andreas Altmann and to all those involved who contribute to the great success of this university.

The MCI was once again awarded a double FIBAA premium seal for the accreditations Institutional Audit and Institutional Accreditation – Strategic Management. The university thus not only fulfils the obligation but even proves the freestyle. It was an honour for our Managing Director, Mag.a Diane Freiberger, to have been a part of this special ceremony.

FH JOANNEUM
We would like to extend our warmest congratulations once again to FH JOANNEUM and its managing directors, but especially to the programme directors of the two programmes we have awarded, their teams and every single person who contributes to the success of this university.

On 15 October 2021, our Managing Director, Mag.a Diane Freiberger, had the pleasure of visiting the Graz location of the Joanneum University of Applied Sciences and, in an official ceremony, awarded the “International Industrial Management” degree programme with the premium seal and the “Global Strategic Management” degree programme with the FIBAA quality seal. On behalf of Mag.a Diane Freiberger, FIBAA would like to thank for the warm welcome and hospitality.
Trainings, Workshops and Conferences

EXPERT TRAININGS

In June, we gave detailed presentations of our accreditation process and are happy to keep all relevant partners up to date to ensure our quality standards.

WORKSHOP AT UNIVERSITAS HASANUDDIN, INDONESIA

European Accreditation with FIBAA: Guidelines, Procedural Steps and Benefits. Speaker: Ms Viktoria Tischanski, Division Manager for International Procedures. The workshop serves as an introduction to the European accreditation system. First of all the background of FIBAA, its international accreditation and the methodology and approach was presented. It was underlined that FIBAA follows international standards and is particularly committed to the European Standards and Guidelines (ESG). Then the participants were learning the procedural steps of a FIBAA accreditation. Finally, the advantages that a FIBAA accreditation can bring to the university were presented.

CONFERENCE ON “WHAT DISTINGUISHES QUALITY IN DISTANCE LEARNING?”

Speakers: Prof. Dr. Ulf-Daniel Ehlers, Ms Antonia Lütgens, M.A., Ms Viktoria Tischanski, M.Sc.

On 24 March 2021, FIBAA hosted a digital workshop via live stream. 24 participants from nine different countries registered for the subject “What Distinguishes Quality in Distance Learning?”.

In addition to guests from Germany, Austria, Switzerland and the Netherlands, the organisers were also glad to welcome participants from Kazakhstan, Lebanon, Indonesia, Cyprus and Vietnam.

After the greeting to the participants by Ms Diane Freiberger, MBA, Executive Management of FIBAA, Ms Viktoria Tischanski, Head of International Processes, took over the moderation of the workshop. Starting with a brief overview of the schedule and introducing the speakers, Ms Tischanski started with an interim report on the experience of FIBAA with the digital transformation of higher education, especially in the past year 2020.

The on-site assessment of a higher education institution is an important milestone within an accreditation process, in which intensive communication between all those involved takes place through dialogue and discussion. The rapid change from on-site assessments...
to purely digital assessments required a quick changeover on the part of the accreditation agencies and higher education institutions. From the point of view of FIBAA, it was very successful, but required additional personnel and technical resources, according to Ms Tischan-ski.

Professor Dr Ulf-Daniel Ehlers, professor at the Baden-Wuerttemberg Dual University in Karlsruhe for Educational Management and Lifelong Learning, gave a lecture on the subject “Quality in Distance and Online Learning from inspecting to quality culture”. In particular, he dealt with the necessary change in teaching from a distributive form, in which the teacher is the focus, to a collective form of knowledge collection and distribution. The challenges in quality assurance in teaching and learning are thus an essential aspect.

After a short break, the participants were able to exchange ideas in small groups and report on their own experiences. Lively discussions showed that many previous day elements are already being implemented in the higher education institutions and agencies, but there is still a need for optimisation.

Ms Antonia Lütgens, External Project Manager at FIBAA linked her lecture on “Evaluation Criteria for Distance Learning – what matters? Criteria of the new seal ‘Excellence in Digital Education’ of FIBAA” to the position of Professor Ehlers. In this context, she presented the new “Digital Seal” of FIBAA and involved the participants in the prioritisation and assessment of standards via the digital survey tool “mentimeter”.

A panel discussion with Prof. Dr Mössenlechner, Vice-Rector of MCI Innsbruck, Mag. Diane Freiberger and the speakers rounded off the event. The conclusion from this dialogue was that we must also position digital higher education in the midst of the digital society. Much is already happening, but we are only at the beginning and adapted concepts are needed to ensure the quality of teaching and learning in the future.

CONFERENCES ON “QUALITY ASSURANCE OF HIGHER EDUCATION IN RUSSIA IN THE NEW DECADE”

Within the framework of the conference “Quality assurance of higher education in Russia in the new decade” organised by the “National Accreditation Agency of the Russian Federation” (NAA), which took place at the “Kabardino-Balkarian State University named after H.M. Berbekov” on Saturday 26 June 2021, our Managing Director Mag.a Diane Frei-
RECOGNITIONS AND NETWORKS

International Recognitions and Networks

ENQA (European Association for Quality Assurance in Higher Education) is the European umbrella organization of quality assurance and accreditation agencies, which has committed itself to the “Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)”.

Within the framework of these Standards and Guidelines for Quality Assurance in the European Higher Education Area, our core areas of Program Accreditation, Institutional accreditation, Certification of continuing education courses were assessed and evaluated.

The assessment took place between March and October 2021 and was based on the following information:

- Analysis of our self-documentation (self-assessment report)
- further documents, which we as FIBAA provide to ENQA
- our FIBAA website as well as interviews that took place during on-site meetings on 11, 14 and 16 of June 2021.

The standards and guidelines distinguish two areas that are reviewed and assessed – ESG part 3 (Quality Assurance Agencies) and ESG part 2 (External Quality Assurance).

RENEWAL OF ENQA MEMBERSHIP

FIBAA stands for high quality assurance and quality development in higher education. We ourselves therefore regularly undergo external national and international assessments.

We are delighted to announce that our full membership in ENQA, which has existed since 2002, has been confirmed for another 5 years.
14 criteria are considered in detail:
3.1 Activities, policy and processes for quality assurance
3.2 Official status
3.3 Independence
3.4 Thematic analysis
3.5 Resources
3.6 Internal quality assurance and professional conduct
3.7 Cyclical external review of agencies
2.1 Consideration of internal quality assurance
2.2 Designing methodologies fit for purpose
2.3 Implementing processes
2.4 Peer-review experts
2.5 Criteria for outcomes
2.6 Reporting
2.7 Complaints and appeals
Of the total of 14 criteria, nine were rated as “fully compliant”, four as “substantially compliant” and one as “partially compliant”.

We are proud and happy about the positive result and would like to take this opportunity to thank ENQA for the professional cooperation.
COOPERATION WITH NAQA

On the 26th of July 2021, we held a signing ceremony in form of an online meeting with the Ukrainian National Agency for Higher Education Quality Assurance (NAQA).

Both agencies – NAQA and FIBAA – signed an extended Memorandum of Understanding which takes collaborations in accreditations and the exchange of expertise, best practices and staff as a basis.

With the Memorandum, both agencies strive to advance and enhance the quality issues of higher education in Ukraine, Germany and the international community. We are thankful for this great opportunity and look forward to a successful collaboration.

RENEWAL OF RECOGNITION BY THE SWISS ACCREDITATION COUNCIL

FIBAA is pleased to announce renewed recognition by the Swiss Accreditation Council.

FIBAA has already been approved for institutional accreditation in accordance with the HFKG since 2007. The HFKG stipulates that universities and other institutions in the higher education sector must periodically have the quality of their teaching and research as well as the quality of their services reviewed. For institutions with the designation “university”, “university of applied sciences”, “university of teacher education” or similar, successful institutional accreditation is required. The decision-making body for the procedures is the Swiss Accreditation Council.

We look forward to supporting other higher education institutions in reviewing the quality of their teaching and research over the next five years.

Screenshot of the live stream
MARKETING
Enhancement of Marketing Activities

GOLIVE OF OUR LINKEDIN CHANNEL

In January we had our GoLive of our FIBAA LinkedIn Channel. We can record steady growth regarding our followers and have developed an editorial schedule in order to professionalize our postings. We post regularly highlights of our FIBAA activities such as certificate handovers, news on conference participations or cooperations with our partners.

The aim is to use our LinkedIn Channel in different fields of activities: On the one hand it gives us the opportunity to inform our customers or future customers about our services and products (such as our different Quality Seals), on the other hand we are able to learn from our competitors and stay up to date on topics such as digital transformation in higher education. Furthermore we can use it to strengthen our image as reliable quality assurance expert and attract new team members to work with FIBAA.
In order to meet even more the needs of our international customers and higher education institutions placed in the non-EU area, we were able to integrate an English version to FIBAA.org in March 2021 – https://www.fibaa.org/en/.
OUTLOOK 2022

Highlights

EXCELLENCE IN DIGITAL EDUCATION

Trademark Registration in the EU

INTERNAL DIGITAL TRANSFORMATION

Cloud tools

Video based marketing

RECOGNITIONS AND NETWORKS

Re-Registration by ENQA

Re-Accreditation in Kazakhstan

NOTES ON DATES AND EVENTS

F-ACC Meetings
• Wednesday, 23 March 2022
• Wednesday, 29 June 2022
• Wednesday, 28 September 2022
• Wednesday, 30 November 2022

Trainings, Workshops and Conferences
Conference INQAAHE
IMPRINT

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