



FIBAA

2026

SELF-ASSESSMENT REPORT

BY THE FOUNDATION FOR INTERNATIONAL BUSINESS
ADMINISTRATION ACCREDITATION (FIBAA)

FOR RENEWAL OF MEMBERSHIP TO THE EUROPEAN
ASSOCIATION FOR QUALITY ASSURANCE IN HIGHER
EDUCATION (ENQA) AND

FOR RE-REGISTRATION IN THE EUROPEAN QUALITY
ASSURANCE REGISTER FOR HIGHER EDUCATION
(EQAR)

JANUARY 30, 2026

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PART I – BACKGROUND

1. Introduction

FIBAA (Foundation for International Business Administration Accreditation) is a European, internationally oriented agency for quality assurance and quality development in higher education. The non-profit organization has its head office in Bonn, Germany, and is registered in Zurich, Switzerland. FIBAA has been a full member of ENQA (European Association for Quality Assurance in Higher Education) since 2002 and listed in the EQAR (European Quality Assurance Register for Higher Education) since 2009.

FIBAA is accredited by the German Accreditation Council (GAC) since 2000 and also recognized by:

- the Austrian Federal Ministry for Science and Research,
- the Swiss Federal Department of Economic Affairs, Education and Research (EAER),
- the Ministry of Education and Science of Kazakhstan,
- the Nederlands Vlaamse Accreditatie Organisatie (NVAO),
- the Higher Education Quality Council of Turkey (HEQC),
- the Ministry of Education and Training in Vietnam (MOET) as well as
- the Ministry of Education and Science of Ukraine¹.

This Self-Assessment Report (SAR) serves the external review against the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) for the purpose of renewing full membership in ENQA, as well as on renewing the listing of FIBAA in EQAR. For FIBAA, the ENQA membership as well as the EQAR-listing are of high importance because FIBAA has a large international network with increasing cross-border activities. In terms of content and structure

¹ The full list of the [FIBAA's admissions or recognitions](#) of different national recognition institutions could be found at the FIBAA website.

the SAR follows the **Guidelines for ENQA Targeted Reviews** and the **Guide of content for the self-assessment report of ENQA targeted reviews** and aims to prove the ongoing compliance of FIBAA with ESG.

2. Development of the self-assessment report (SAR)

The preparation of the SAR started in May 2025 with the exchange between ENQA and FIBAA emphasizing the focus areas for the targeted review. In June 2025 the Managing Director with the Division Manager for Quality Management (QM) reviewed the QM-process of the SAR development and organized the steering group for the task.

The steering group consisted of: the Managing Director, the Division Manager for Quality Management (Deputy Managing Director), and the Division Manager for Communications and Marketing. At the first meeting of the steering group, a schedule for the process was drawn up. This schedule included steering group meetings, engaging stakeholders in the co-creation of the SAR, workshops with the entire staff, deadlines for the drafts of the SAR and its correction loops, and other steps related to the organization of review.

The individual tasks of the steering group members were defined as follows: the Managing Director holds overall responsibility and has ultimate oversight for organizing the process. Additionally, the Managing Director contributes to optimizing the SAR within the framework of the review and correction cycles. The Division Manager for Quality Management (Deputy Managing Director) is responsible for gathering all evidence required for the SAR and for coordinating the collaborative work with the Division Managers and external experts involved in its preparation. The Division Manager for Communications and Marketing is tasked with preparing the initial draft of the SAR as a working basis and with editing and refining the report following input from other contributors.

FIBAA employees: Division Managers, (senior) project managers and support employees were

involved in the SAR process through Asana Project and regular internal meetings: the steering group informed the staff about the challenges ahead. An exchange of information then led to the preparation of a SWOT analysis of FIBAA, which was included in the SAR (see Part III).

The first draft of the SAR was shared with the Division Managers for completion of missing sections and for textual corrections. Based on their input, the Division Manager for Communications and Marketing prepared the second draft of the SAR, which was submitted for external review to selected members of the FIBAA Accreditation and Certification Commission and the Foundation Board. These reviewers included experts from universities—who are also FIBAA’s clients—as well as employers and student representatives. Following feedback from the external experts, the Division Manager for Communications and Marketing prepared the third draft of the SAR, which underwent final review by the steering group and became the final version submitted to ENQA and EQAR.

In the course of preparing the SAR, FIBAA also reviewed and updated its website to ensure consistency of its content such as weblinks across all site languages.

3. Changes since the last full review

STRATEGY, PLANNING AND RESOURCES MANAGEMENT

FIBAA Strategy 2030: From Development to Implementation

In the first quarter of 2022, FIBAA set the course for its future by developing **Strategy 2030**. This strategic framework was created by a dedicated working group comprising members of the FIBAA Management Team (Managing Director and Deputy Managing Director) and representatives of the FIBAA Foundation Board. The final strategy was approved by the Foundation Board at its meeting on 13 May 2022.

The FIBAA Managing Director, together with the Division Managers, is responsible for the annual planning of activities to achieve strategic goals and for monitoring their implementation.

FIBAA’s strategy² is built around eight defined corporate goals, which are further specified through 23 strategic directions. These directions are mapped in Asana³. Asana was introduced in 2022 for all employees to ensure transparency and structured tracking of the corporate goals with the project-based efforts of the staff. For each strategic direction, annual team objectives (measures) are set. These measures are being developed together with the respective division managers and their teams. This procedure ensures that the annual measures have been developed in accordance with reasonable and appropriate frameworks.

FIBAA Strategy 2030

Goal 1: Strategic Positioning

FIBAA holds a leading position in the core market and a recognized position in the other markets in selected product lines, industries and regions.

Goal 2: Accreditation

FIBAA pushes the expansion of programme accreditations in selected international target markets, reduces its involvement in system accreditation and achieves a 60% share of its total turnover with programme accreditation.

Goal 3: Certification

FIBAA expands its certification product line and achieves a 20% share of total revenue through this segment.

Goal 4: Services (including Academy)

FIBAA expands its service product line and achieves a 20% share of total revenue through this segment.

² The FIBAA Strategy 2030 is provided in Annex 1 (in English, translated from the original document in German).

³ [Asana](#) is a web-based project management and collaboration tool that helps teams organize, track, and manage their work efficiently.

Goal 5: Reputation

FIBAA is well established in academia and industry and continues to enhance its reputation as a quality provider in the quality management market.

Goal 6: Customer Journey / Excellence in Administration

FIBAA offers high-quality products and services, ensures maximum customer satisfaction, and increases customer value by improving the customer journey – providing “customer-friendly and state-of-the-art services.”

Goal 7: Skills and resources

FIBAA strengthens the satisfaction of its employees, promotes loyalty to the company and thus increases efficiency.

Goal 8: Finance – by 2030

FIBAA, through operational and financial management, is able to self-finance its strategic direction and ensure long-term stability.

The implementation phase of **FIBAA Strategy 2030** began in September 2022. Key steps included:

- Ensuring transparent communication and awareness of the strategy among all staff members.
- Setting up a steering group within FIBAA to oversee the process.
- Establishing corporate objectives and strategic directions in Asana.
- Assigning teams to define measures for their relevant strategic directions.
- Discussing and refining these measures with the management and steering group, particularly for 2023.
- Presenting the implementation approach using the Asana platform.

- Regular reporting by the Managing Director to the Foundation Board on the progress of implementation.

To support the implementation of the **FIBAA Strategy 2030**, drive related projects, and provide reporting for management analysis, FIBAA established a new organizational unit⁴ in 2023: the Project Management and Reporting Division. This division plays a key role in ensuring the successful execution of the **FIBAA Strategy 2030**. Its main tasks include designing and continuously enhancing project management processes, leveraging Asana as a central tool. The division supports follow-up analyses, facilitates ongoing improvements, and delivers meaningful reports to enable well-informed management decisions.

In 2025, for instance, 13 teams are working on approximately 300 projects⁵, all contributing to the achievement of FIBAA’s corporate objectives. The focus goals and topics for 2025 include development of new markets, promotion of programme accreditations, adaptation of the micro-credentials catalogue, active promotion of the FIBAA Quality Seal “Excellence in Digital Education”®, proactive development of services, and implementation of a CRM system.

Three times annually, Division Managers provide updates on the status of their team objectives and activities during team jour fixe meetings. Management has full visibility in Asana into the current status of corporate goals, strategic directions for each goal, team objectives, and all divisional activities. At the end of each year, team goals are reviewed, and divisional activities for the upcoming year are defined.

Customer Relationship Management (CRM) – JACOP®: Strengthening FIBAA’s Future

FIBAA is implementing JACOP® (**Joint Accreditation and Certification Online Platform**) as part of its strategic objective (**Strategic Goal 6: Customer Journey / Excellence in Administration**) to further enhance its market position and operational excellence. The goal of JACOP® is to introduce a cross-divisional Customer Relationship Management (CRM) system that overcomes existing limitations, streamlines workflows, and

⁴ FIBAA Organisation Chart to be found in Annex 2.

⁵ The 300 projects include FIBAA’s peer-review procedures.

delivers added value to both FIBAA's internal teams and its external partners.

JACOP® provides two core functionalities:

1. A backend system for the internal management of FIBAA's operations.

- All divisions involved in external quality assurance activities work within a single platform. This eliminates separate databases, isolated formats, and non-communicating systems.
- For example, JACOP® integrates FIBAA's expert pool with procedural information and customer data. This enables expert management and project managers to operate jointly at the procedural level.
- Having all data in one central system makes FIBAA's processes faster, more transparent, and less prone to error. Stakeholders also benefit: experts, for instance, can easily track the current status of their involvement in specific procedural steps.

2. A frontend interface that facilitates seamless interaction and service delivery for clients in form of an online application and monitoring system.

- JACOP® offers institutions a dedicated customer interface where they can access, submit, and monitor all information related to their procedures.
- Clients benefit from greater transparency: procedural timelines, required documentation, and the current status of their application are visible in real time.
- The system ensures more efficient communication by reducing administrative overhead (e.g., repeated document requests or email exchanges) and providing a secure and reliable channel for data exchange.
- Ultimately, the frontend strengthens client orientation, as institutions experience faster processing, clearer guidance, and more predictable interactions with FIBAA.

Overall impact:

By integrating backend and frontend functionalities, JACOP® creates a seamless digital ecosystem that strengthens cooperation between FIBAA, its experts, and its client institutions. This integrated approach not only improves operational efficiency but also enhances the transparency, reliability, and stakeholder orientation of FIBAA's external quality assurance processes.

The project was launched in Q1 2024, marking an important milestone in FIBAA's digital transformation journey. In June 2024, the proof of concept (PoC) phase began. This phase focuses on identifying the added value of the new platform for various stakeholders and target groups, conducting a thorough analysis of data from FIBAA's existing systems and developing and initiating the migration concept to ensure a smooth transition.

The implementation phase commenced in Q2 2025, and the project is progressing according to plan. The go-live of the full system — including integration of all client-facing functionalities — is scheduled for the first quarter of 2027.

More information related to the ESG 3.5 Resources is found in Paragraph 4.3.

EXTERNAL QUALITY ASSURANCE ACTIVITIES

During the last five years FIBAA has actively developed its products portfolio. The structure of the key business areas remains unchanged: programme accreditation (PROG), institutional procedures (INST), certification of continuing education courses and micro-credentials (CERT) and consulting (CONS).

Since its founding, FIBAA has accredited about 6,000 study programmes, with around 1,500 of these accreditations taking place in the last five years. In addition, FIBAA has conducted a total of 60 institutional accreditation procedures. The demand for certification of continuing education courses has also grown significantly, with over 80 courses certified in the last five years.

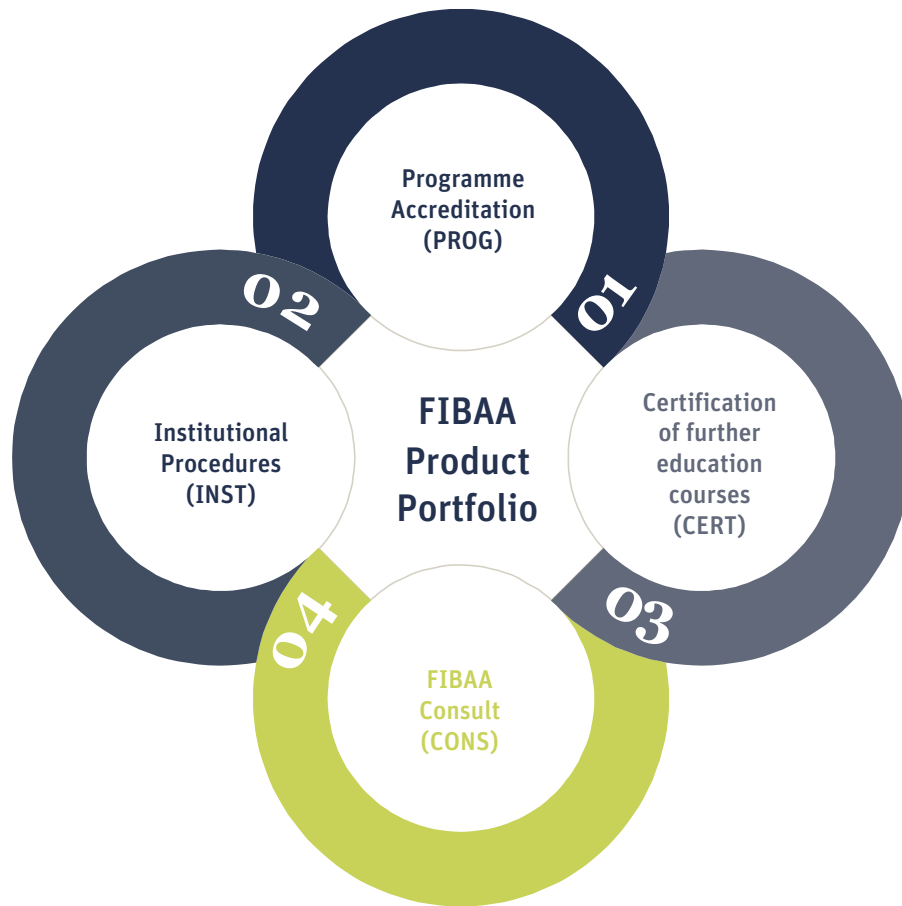


Figure 1: FIBAA Product Portfolio

These achievements reflect not only FIBAA’s broad experience in quality assurance but also its continuous advancement in methodology and process efficiency. Over the years, FIBAA has demonstrated a high learning curve, consistently improving its accreditation and certification procedures to ensure transparency, reliability, and adaptability to the evolving landscape of higher education and lifelong learning.

FIBAA is pleased to see rising interest in its Quality Seal “Excellence in Digital Education”®, introduced in 2022, with thirteen higher education institutions, educational providers, and study programmes certified to date. Furthermore, the new procedure for programme accreditation of joint degrees in accordance with the European Approach, launched in August 2024, has already successfully completed its first procedures.

The organizational unit FIBAA Consult (CONS) offers a broad portfolio of consulting services. Over the past five years, approximately 2-3 consulting procedures have been conducted annually. These activities fall outside the scope of the ESG and are

clearly separated from FIBAA’s external quality assurance activities in line with ESG 3.1.⁶

The number of programme accreditations has declined as a result of structural changes in the German national accreditation system. Under the new framework, system-accredited higher education institutions are authorized to reaccredit their programmes internally, without the involvement of an external accreditation agency. The recent decrease in FIBAA-seal programme accreditations in 2024–2025 is likewise attributable to regulatory changes in Indonesia (see detailed explanations on page 15).

Key PROG changes:

- **Expansion of Areas of Expertise:** Over the past five years, FIBAA has significantly broadened its fields of accreditation. While its original focus was primarily on study programmes in business and management, economics, law, and social sciences, FIBAA

⁶ [Beschluss Stiftungsrat Trennung Beratung Pruefung](#) (in German). For your information, an English translation of the document is provided in Annex 3. The legally binding version, however, is the original German document.

Table 1. Activities of the last five years

Activity	2021	2022	2023	2024	2025
Study Programme Accreditation GAC (Decision GAC)	110	117	60	56	42
Study Programme Accreditation (FIBAA-Seal)	192	309	244	143	187
Programme accreditation for joint degree according to the European Approach (FIBAA-Seal)	0	0	0	0	2
Institutional Accreditation (FIBAA-Seal)	3	1	3	5	4
Institutional Accreditation Strategic Management (FIBAA-Seal)	2	0	0	0	0
System Accreditation GAC (Decision GAC)	1	3	3	1	2
Institutional Audit Austria	1	0	0	0	0
Institutional Accreditation Switzerland	0	0	1	2	0
Certification of Continuing Education Courses (FIBAA-Seal)	2	6	19	27	32
Certification „Excellence in Digital Education“® (FIBAA-Seal)	5	2	3	3	0

has since developed substantial expertise in accrediting programmes in the humanities, natural sciences, engineering and technology, computer science and IT, education, and other disciplines. FIBAA has broadened its global reach, accrediting programmes and institutions across over 30 countries and establishing a globally oriented market approach (Table 1).

- Accreditation of Joint Programmes:** Since August 2024, FIBAA has offered accreditation of joint programmes in accordance with the European Approach for Quality Assurance of Joint Programmes. FIBAA's procedures address both the shared European components—covering assessment criteria and procedures—and relevant national requirements of the EHEA member states involved. The process includes a self-evaluation report with supporting documentation, the formation of an expert panel, site visits (online or in person), and preparation of the assessment report. The resulting accreditation is designed to be accepted across all EHEA countries, in line with the Bucharest Communiqué, and recognised according to national legal frameworks where the programme is delivered.
- Updated Assessment Guides:** In March 2025, FIBAA introduced updated Assessment Guides for the accreditation of Bachelor's, Master's, and Doctoral programmes. Key updates include the integration of artificial intelligence into teaching, research, and administration; closer alignment with UN Sustainable Development Goal 4 (inclusive and equitable quality education); and a stronger emphasis on employability, future and soft skills, global career readiness, and internationalization. Since the total number of criteria was reduced, the maximum number of conditions required for successful accreditation has been lowered from seven to five. Additionally, FIBAA now offers an optional, voluntary follow-up procedure as part of the current accreditation process.
- Follow-Up Procedure:** In September 2024, FIBAA conducted a staff exchange with the Kosovo Accreditation Agency. During this exchange, the Senior Officer for Evaluation and Monitoring presented KAA's follow-up procedure. Building on this input, FIBAA discussed the design of its own follow-up.

The follow-up is conceived as an optional and voluntary element within the accreditation process. It is available to HEIs that received recommendations during programme or institutional accreditation and offers them the opportunity to obtain feedback on the quality of the measures taken to address these recommendations.

The criteria of the follow-up procedure focus on the implementation and effectiveness of the measures taken by the institution to address previous accreditation recommendations. Institutions are evaluated based on whether they have adequately addressed each recommendation and provided evidence demonstrating improvement.

To initiate the follow-up, HEIs may contact FIBAA at any time after the final accreditation decision to receive further information on the procedure and related fees. Ideally, the process takes place about three years after initial accreditation or four years after re-accreditation. The HEI submits a report outlining the recommendations, the measures implemented, and evidence of their effectiveness.

The follow-up is conducted as a shortened written procedure. The experts involved in the initial accreditation are invited to review the HEI's report and provide feedback on the improvements achieved.

Key INST changes:

- **Significant growth in the number of procedures:** The institutional accreditation is in line with common international benchmarks, that allow to determine the institution's own quality beyond national scopes. Over the past five years, FIBAA has seen a marked increase in demand for institutional accreditation internationally (FIBAA conducted one institutional accreditation in 2016–2020, rising to 12 in 2021–2024). This development reflects a new quality benchmark for internal quality management at higher education institutions and highlights their growing commitment to responsible, transparent governance.

Following the revision of the **Assessment Guide for FIBAA programme accreditation** (Bachelor's, Master's, and Doctoral programmes), FIBAA plans to update the Assessment Guide for institutional accreditation in 2026. The steps and feedback loops of this revision will follow a similar process to the recent programme accreditation update. This clearly reflects our commitment to continual adaptation and improvement.

Key CERT changes:

- **Updated Assessment Guide:** In March 2025, FIBAA launched its updated **Assessment Guide for the certification of continuing education courses and micro-credentials**. The revised guide expands the assessment criteria to cover the use of artificial intelligence, digital learning platforms, and the integration of principles from Sustainable Development Goal 4 (inclusive and equitable education). It places greater emphasis on skills-based, modular learning and future-oriented competencies. From now on, micro-credentials can be certified under the FIBAA framework as coherent offerings in terms of objectives, target groups, and content.
- **Growing success of the FIBAA Quality Seal in Digital Education (EDE):** Over the past five years, this certification has been awarded to twelve higher education institutions, educational providers, and study programmes, mainly in the DACH region that feature substantial online or hybrid teaching formats. Building on this experience, FIBAA plans to review, update, and relaunch the Assessment Guide for certification with the FIBAA Quality Seal Excellence in Digital Education® in the first half of 2026.

Clarifications on the standards affected by update of the procedures FIBAA Programme accreditation (Bachelor’s, Master’s, and Doctoral programmes)

ESG Standard 2.1 Consideration of internal quality assurance

The updated Assessment Guides for the accreditation of Bachelor’s, Master’s, and Doctoral programmes are valid from March 2025. They are closely aligned with ESG Part 1 and fully compliant with ESG 2.1. The mapping grid in reference to the ESG Part 1 is provided in the Annex 5.

ESG Standard 2.2 Designing methodologies fit for purpose

The review of FIBAA Assessment Guides is a regular, systematic process conducted every three to four years in line with FIBAA’s internal quality assurance requirements. The previous editions of the Assessment Guides for the accreditation of Bachelor’s, Master’s, and Doctoral programmes were introduced in November 2022. Rapid developments in the educational landscape — including artificial intelligence, sustainability, and internationalization — highlighted the need for a comprehensive review of the guidelines in 2024-25.

The following steps describe how FIBAA involves different internal and external stakeholders to ensure the fitness for purpose of its methodologies during the review of the Assessment Guides for the accreditation of Bachelor’s, Master’s, and Doctoral programmes.

To initiate the review of the Assessment Guides, FIBAA established an internal task force composed of the Division Managers for International Accreditation Procedures and three highly experienced Project Managers. The Managing Director was involved in jointly defining the framework for the revision.

A taskforce consisting of selected members of the FIBAA Accreditation and Certification Committee as well as a native speaker reviewed

the Assessment Guide prior to its publication. Besides this, FIBAA invited its project managers to provide feedback on the new Assessment Guide. In a dedicated workshop in September 2024, they contributed to the editing process to help ensure that the benchmarks are clear and easy to understand.

Drawing on Part 1 of the ESG, this team prepared the initial draft of the revised Assessment Guides, integrating the aforementioned developments and placing increased emphasis on employability, future and soft skills, and global career readiness. In September 2024, FIBAA conducted a staff exchange with the Kosovo Accreditation Agency. During this exchange, the Senior Officer for Evaluation and Monitoring presented KAA’s follow-up procedure. Building on this input, FIBAA discussed the design of its own follow-up.

FIBAA’s Department for International Accreditation Procedures coordinated closely with the National Accreditation and Certification Departments to ensure broad alignment. Their feedback helped refine and balance the updated criteria. The revised Assessment Guides were also shared with FIBAA’s external experts to ensure transparency and gather further input. This collaborative approach produced an assessment framework that is both trend-responsive and widely accepted. The final version was subsequently approved by the F-ACC on November 27, 2024.

ESG Standard 2.4 Peer-review experts

To introduce the updated Assessment Guides for the accreditation of Bachelor’s, Master’s, and Doctoral programmes to both experts and higher education institutions (HEIs), FIBAA organized two online workshops: on 5 May 2025 for HEIs and on 14 May 2025 for FIBAA experts. The workshop for experts presented the latest revisions to the Assessment Guides and included best practice examples to ensure that participants are well-prepared to fulfil their responsibilities during accreditation procedures. A total of 40 experts from various countries took part in the session.

The subsequent preparation of experts for working with the updated Assessment Guides is carried out in accordance with the process outlined in Section 5.2.

Clarifications on the standards affected by update of the FIBAA certification procedure

ESG Standard 2.1 Consideration of internal quality assurance

The updated **Assessment Guide for the certification of continuing education courses and micro-credentials** is valid from March 2025. It is based on that for programme accreditation and closely aligned with ESG Part 1 and fully compliant with ESG 2.1. The mapping grid in reference to the ESG Part 1 is provided in the Annex 5.

ESG Standard 2.2 Designing methodologies fit for purpose

As outlined above, FIBAA conducts a regular and systematic review of its Assessment Guides. The Assessment Guide for the certification of continuing education courses was last issued in 2014. Emerging trends in continuing education – including micro-credentials, artificial intelligence, and digital learning platforms – highlighted the need for a comprehensive update of the guidelines in 2025.

To ensure that its methodologies remain fit for purpose, FIBAA follows a structured, participatory process when reviewing its Assessment Guide for the certification of continuing education courses.

The review began with the establishment of an internal task force consisting of the Division Managers for Certification Procedures and five highly experienced Project Managers. Guided by Part 1 of the ESG, this team prepared the initial draft of the revised Assessment Guide, integrating emerging developments and placing stronger emphasis on skills-based, modular, and future-ready learning.

FIBAA's Department for Certification Procedures worked closely with the National and International Accreditation Departments to achieve broad internal alignment. Their input was instrumental in refining and balancing the updated criteria. The draft Assessment Guide was also shared with FIBAA's external experts to ensure transparency and to gather additional feedback.

A taskforce consisting of selected members of the FIBAA Accreditation and Certification Committee as well as a native speaker reviewed the Assessment Guide prior to its publication. This collaborative process resulted in an assessment framework that is both responsive to new trends and broadly endorsed by stakeholders. The final version received approval from the F-ACC on November 27, 2024.

ESG Standard 2.4 Peer-review experts

To introduce the updated Assessment Guide for the certification of continuing education courses and micro-credentials to both experts and higher education institutions (HEIs), FIBAA organized two online workshops: on 19 May 2025 for HEIs and other educational providers and on 21 May 2025 for FIBAA experts. The workshop for experts presented the latest revisions to the Assessment Guide and included best practice examples to ensure that participants are well-prepared to fulfil their responsibilities during certification procedures. A total of 35 experts from various countries took part in the session.

The subsequent preparation of experts for working with the updated Assessment Guides is carried out in accordance with the process outlined in Section 5.2.

Key CONS changes:

The consulting services of FIBAA are not in the scope of Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

- **Launch of the FIBAA Services for Quality Assurance in Higher Education Institutions in Germany:** In Germany, higher education institutions with system accreditation are required to develop, implement, and maintain internal quality assurance (QA) processes for the accreditation and re-accreditation of their study programmes. These processes must comply with the current legal framework and meet the evolving expectations of the German Accreditation Council. FIBAA offers a range of modular services specifically designed to support system-accredited higher education institutions in Germany. These services aim to strengthen internal quality assurance systems while ensuring that accreditation timelines and legal requirements are consistently met. The service portfolio includes:
 - Strategic consulting to support institutions in refining and updating their QA processes, aligning them with current legal standards and the latest recommendations from the Accreditation Council.
 - Monitoring of deadlines, helping institutions to plan and coordinate the accreditation and re-accreditation procedures of their study programmes in a timely and reliable manner.
 - Implementation support, including process evaluations, expert feedback, and quality checks to assist in the successful and efficient execution of QA activities.

All FIBAA services are tailored to the specific needs of the institution and can be combined flexibly depending on the scope and complexity of the institution's QA structure.

More information related to the ESG 3.1 Activities, policy and processes for quality assurance are found in Paragraph 4.1.

INTERNAL QUALITY ASSURANCE

In 2025, FIBAA carried out a comprehensive review and modernization of its internal quality assurance (QA) system. The aim was to create a more purpose-driven and flexible internal QA system to be fit for the changes ahead. The preliminary work for this result began earlier in 2024 when the planned CRM-Project JACOP®, the largest project to date in terms of FIBAA's field of operation was launched. FIBAA's internal quality assurance was asked to prepare the groundwork for the successful implementation of JACOP® by reorganizing its three pillars to ensure a seamless interaction between process management, project management and customer relations.

The following Figure 2 presents the structure of the FIBAA Quality Hub, describing the key tools employed by FIBAA to implement the PDCA cycle: the CRM system JACOP®, the process management software ViFlow, and the project management tool Asana.

As part of this effort, in the second and third quarters of 2025, FIBAA revised its Quality Assurance Concept and developed it into the **FIBAA Quality Assurance (QA) Policy**⁷. The goal was to ensure stronger alignment with the ESG Standards and clearly define key internal approaches and strategies across all divisions and processes. The new QA Policy was drafted by the Quality Management Division, reviewed by Division Managers and approved by the Managing Director.

In parallel, the FIBAA Quality Management Handbook, which in its previous form documented the processes in a printed manual, underwent a thorough review and was modernized through the all-encompassing transfer of processes into the process management software ViFlow⁸. The newly established quality management system, integrating process, project, and customer management components, is designated as the FIBAA Quality Hub.

⁷ [FIBAA Quality Assurance \(QA\) Policy](#).

⁸ [ViFlow](#) is a process modeling and management software that enables organizations to visualize, document, and optimize business processes using intuitive flowcharts. It supports quality management, compliance, and continuous improvement by providing a clear, structured overview of workflows and responsibilities.

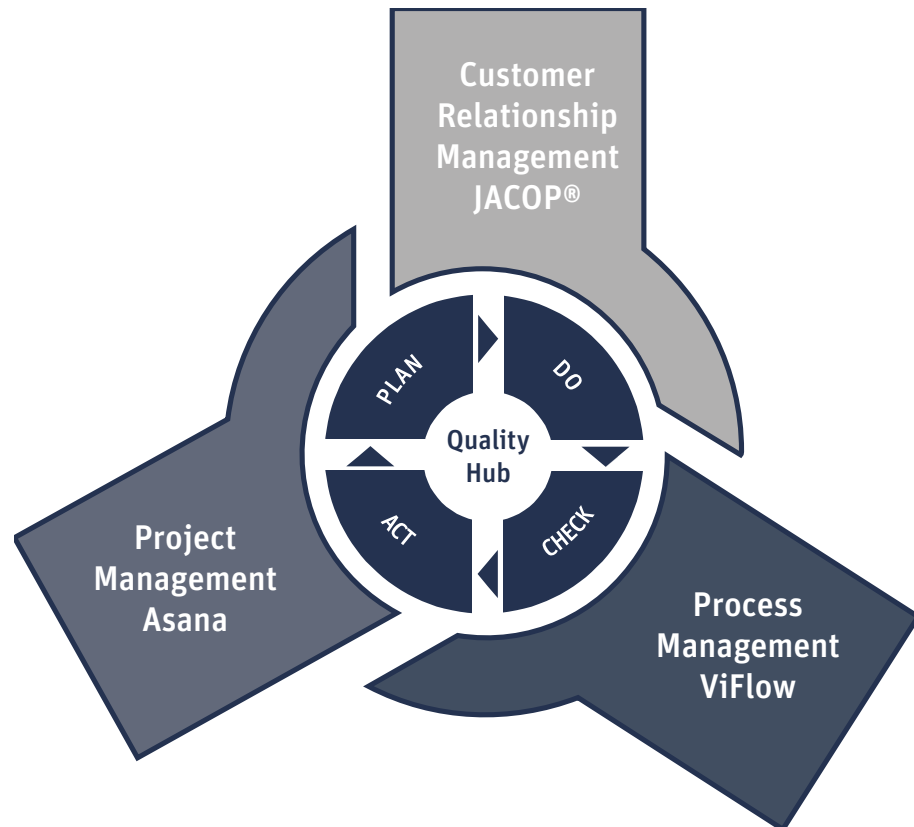


Figure 2: Three Quality Drivers of FIBAA QM System

Several new processes were introduced to reflect the latest innovations and organizational development. Where appropriate the processes are linked to the corresponding Asana project templates to ensure intermediate connection with project landscape. To assign tasks and responsibilities directly to the relevant staff members, who automatically receive notifications, the Tasks/Competences/Responsibilities (AKV) matrix for each employee and corresponding checklists are also integrated into the new digital process landscape. Going forward, all processes in ViFlow will be regularly updated to ensure alignment with future developments, such as the CRM launch and new internal regulations.

FIBAA's Quality Management reports directly to the Managing Director, underscoring the vital role of internal QA in FIBAA's strategic development. To ensure continuous improvement, FIBAA has established defined procedures, including regular team meetings focused on QA topics, led by the Quality Management division and documented in the Asana project QM-Circle. Decisions and resulting improvements are regularly reported at internal meetings, with related projects tracked in Asana (e.g., Division's Managers jour-fixes, Management Team).

FIBAA's quality principles, internal QA procedures, and instruments are fully transparent and publicly available on the FIBAA website⁹. FIBAA also publishes annual Quality Management Reports and Annual Reports¹⁰, presents them to the Foundation Board, and shares them with all stakeholders.

INTERNATIONAL ACTIVITIES

As mentioned in the introduction, FIBAA is recognized by the Austrian Federal Ministry for Science and Research, the Swiss Federal Department of Economic Affairs, Education and Research (EAER), the Ministry of Education and Science of Kazakhstan, the Nederlands Vlaamse Accreditatie Organisatie (NVAO), the Higher Education Quality Council of Turkey (HEQC), the Vietnamese Ministry of Education and Training (MOET), as well as the Ministry of Education and Science of Ukraine. FIBAA carries out programme accreditation and institutional accreditation procedures as well as certifications of continuing education courses in these and other countries.

FIBAA, as a full member of ENQA, was previously recognized as an international accreditation

⁹ [FIBAA: Our Quality Management](#)

¹⁰ [FIBAA: FIBAA Annual Report](#)

agency by the Ministry of Education and Culture of Indonesia, now the Ministry of Education, Culture, Research, and Technology. However, due to some legislative changes in May 2024, FIBAA was delisted from the list of recognized accreditation agencies, without prior communication of the reasons for this decision. In June 2024, FIBAA submitted a new proposal to the Ministry and to National Accreditation Agency for Higher Education (BAN-PT) in accordance with the requirements set out in the updated legislation. FIBAA has actively followed up on this proposal; however, no clear update on its status has been received, and the process is still ongoing. At the time of writing this report, no formal decision has yet been issued or communicated to FIBAA.

FIBAA's international orientation is reflected in its active membership in several global associations and networks. FIBAA is a member of the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), the European University Association (EUA), and the Central and Eastern European Network of Quality Assurance Agencies in Higher Education (CEENQA). In addition, FIBAA cooperates with more than 20 networks and agencies worldwide¹¹.

FIBAA also plays an active role in the governance of these organizations. For example, in June 2024, FIBAA Managing Director Diane Freiberger was appointed as Vice-President of the CEENQA Executive Board. In November 2024, she was named a member of the Coordination Council of the National Center for Educational Quality Enhancement (NCEQE) in Georgia. Most recently, in June 2025, she was appointed as a representative of German and Austrian accreditation agencies on the Swiss Accreditation Council. In August 2025 she was appointed as a member of the International Strategic Partnership Council and the Executive Committee of the International Strategic Partnership Forum in Kazakhstan.

FIBAA uses a dedicated Asana project to oversee and coordinate its activities with associations and networks where it holds recognition or membership. This tool helps monitor recognition expiry dates, plan joint initiatives, and evaluate the outcomes of its collaborations.

FIBAA actively participates in key conferences and events on higher education topics across Europe and worldwide, including those organized by ENQA, EUA, and INQAAHE. At these events, FIBAA outlines its activities, shares expertise and insights from its thematic analyses and tracks ongoing developments. In addition, FIBAA regularly contributes to conference proceedings, scientific journals, and publishes its thematic analyses on its website¹², ensuring broad dissemination of its expertise.

A dedicated annual project portfolio in Asana tracks all conferences and events in which FIBAA participates. Each participation is recorded as a project or task, enabling effective coordination, structured follow-up, and thorough evaluation of outcomes. This approach ensures systematic management of new contacts and provides a solid basis for future participation decisions.

COMMUNICATION AND REPORTING

FIBAA's divisions systematically organize workshops, seminars, and training sessions tailored to different stakeholder groups. The main objectives of these activities are to inform participants about the latest regulatory developments, updates to the **FIBAA Assessment Guides** and related documents, topics on innovations in education (digital education, micro-credentials) and to provide training for HEIs' representatives and experts. For example, FIBAA Quality Lab¹³ serves as a platform for organizing webinars and facilitating the exchange of experiences among HEIs, focusing on topics of relevance and interest to them.

These events are predominantly held in digital format to enable participation from FIBAA stakeholders across various countries. When organized in specific regions, events may also take place onsite or in a hybrid format.

Information about upcoming activities is shared through FIBAA's social media channels and direct invitation emails. Each year, FIBAA delivers up to 20 workshops, seminars, and training sessions¹⁴.

¹² [FIBAA: Publications & Thematic Analyses](#)

¹³ Example of an event under the [FIBAA Quality Lab initiative](#)

¹⁴ See Asana Portfolio "FIBAA Workshops Seminare Webinare Schulungen".

¹¹ [FIBAA: Our International Network](#)

The number of participants varies depending on the topic, typically ranging from 20 to over 100 attendees.

Each of these activities is managed as a separate project in Asana to support its organization, coordination, and follow-up. All individual projects are collected within a dedicated annual project portfolio in Asana, ensuring systematic documentation, monitoring, and analysis.

FIBAA continuously develops and strengthens its communication channels to ensure that stakeholders have reliable and easy access to relevant information. The primary source of information on FIBAA's services and documents is its website, fbaa.org. Regular updates and the introduction of new pages help keep the platform relevant, comprehensive, and user-friendly. Looking ahead, FIBAA plans to launch a completely redesigned website in 2026. This new site will be fully integrated with FIBAA's CRM system, offering users a more personalized, interactive experience. The goal is to transform the website from a static information portal into a dynamic, user-centric platform where stakeholders can access tailored tools and engage with FIBAA more efficiently.

In addition to its website, FIBAA actively expands its presence across key social media platforms. Its LinkedIn¹⁵ page, with over 1800 followers, positions FIBAA as a leader among its peers in professional networking. In 2025, FIBAA also launched an Instagram¹⁶ account to address the diverse communication preferences of its stakeholders and enhance engagement through visual content. Furthermore, the FIBAA YouTube¹⁷ channel provides informative videos that offer essential insights into FIBAA's procedures, supporting potential partners and experts in understanding core aspects of accreditation and certification.

¹⁵ [FIBAA LinkedIn](#)

¹⁶ [FIBAA Instagram](#)

¹⁷ [FIBAA YouTube](#)

ESG 2.6: Comments regarding the redaction of the reports prior to their publication on FIBAA's website

As a general process, in procedures which are not in the competence area of the GAC, FIBAA contacts HEIs and other educational providers to ask about data protection concerns before publishing the accreditation or certification report.

In some of the reviews following the certification of continuing education courses, the content of the reports has been redacted. The redacted parts are matter of agreement between the provider and the agency, after the report is concluded and the decision has been made.

In specific cases, information had to be redacted for one of the following reasons:

- Material/information prohibited from disclosing as a public company under U.S. securities laws;
- Proprietary information about internal processes or strategic information not publicly known;
- Confidential personal information.

3.1. New external quality assurance activities

Since August 2025, FIBAA has offered accreditation of joint programmes in accordance with the European Approach for Quality Assurance of Joint Programmes.

According to the European Approach for Quality Assurance of Joint Programmes (henceforth: the European Approach), adopted by the Ministers of the European Higher Education Area (EHEA), a joint programme is an integrated curriculum offered jointly by HEIs from EHEA countries. These programmes lead to either double/multiple degrees or a joint degree. The joint degree is a single qualification awarded collaboratively by the partner institutions.

Benefits of a joint degree:

- dual degree or joint degree awarded by the international partner institutions,
- interdisciplinary approach by learning to think across disciplinary boundaries,
- flexibility and adaptability through an intercultural environment,
- enhanced career opportunities through versatility and adaptability, knowledge and skills to pursue careers in multiple fields,
- networking: opportunities to connect with faculty and students from different disciplines

The assessment guides are publicly available and disseminated among FIBAA clients and FIBAA experts.

ESG Standard 2.1 Consideration of internal quality assurance

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

The Assessment Guide European Approach for Quality Assurance of Joint Programmes is valid from August 2024. It is closely aligned with ESG Part 1 and fully compliant with ESG 2.1 and in accordance with the Standards for Quality

Assurance of Joint Programmes in the EHEA (Bucharest Communiqué).

The mapping grid in reference to the ESG Part 1 is provided in the Annex 5.

FIBAA carries out accreditation for joint programmes according to the standards as defined in the European Approach. Joint programmes are evaluated according to shared components, and the relevant national components. The European shared components consist of two parts: the assessment criteria (henceforth: Standards) and the assessment procedure (henceforth: Procedure). Besides the share components, the FIBAA experts will consider special requirements and standards of EHEA members during the accreditation procedure.

ESG Standard 2.2 Designing methodologies fit for purpose

External quality assurance should be defined and designed specifically to ensure its fitness to achieve the aims and objectives set for it, while taking into account relevant regulations. Stakeholders should be involved in its design and continuous improvement.

FIBAA sees itself as a professional partner for HEIs, with a deep understanding of its role in quality assurance. Through its proven methodologies and criteria, FIBAA supports HEIs in gaining a clearer understanding of their own quality assurance systems—helping them identify both strengths and areas for improvement.

The following steps describe how FIBAA involves different internal and external stakeholders to ensure the fitness for purpose of its methodologies during the development of the Assessment Guide European Approach for Quality Assurance of Joint Programmes.

To initiate the process of Assessment Guide development, the Division Manager for International Accreditation Procedures compiled a draft based on the [European Approach for Quality Assurance of Joint Programmes](#)¹⁸ (EA), adopted by European Ministers responsible for higher education. This has been developed to ease external quality assurance of these programmes.

¹⁸ [European Approach for Quality Assurance of Joint Programmes](#)

The FIBAA Management and International Accreditation Team reviewed and provided expert input on the draft assessment guide. This team made the first draft of the assessment guide based on the ESG Part 1 and the Bucharest Communiqué.

As the European Approach for Joint Programmes is a complex procedure that operates within different national frameworks, the Department for International Accreditation Procedures invites all other departments and project managers involved in European Approach procedures to share their feedback. In this way, the Assessment Guide is continuously adapted to ensure that national requirements are duly taken into account.

To ensure the continuous monitoring and adjustment of FIBAA's Assessment Guide European Approach for Quality Assurance of Joint Programmes, FIBAA's Division Manager for International Accreditation Procedures, together with an experienced project manager from the Department for National Accreditation Procedures, participated in the conference **A Decade of the European Approach – Reflections and Future Directions**. The event was jointly organized by the European Consortium for Accreditation in Higher Education (ECA) and the European Quality Assurance Register for Higher Education (EQAR) on 17 June 2025. The findings and conclusions from this conference were incorporated into the Assessment Guide.

In July 2025, FIBAA's Department for International Accreditation Procedures and Department for National Accreditation Procedures jointly organized a workshop for project managers to present the current version of the Assessment Guide and the relevant regulations. The project managers' feedback and questions were subsequently taken into account for the next update of the Guide.

ESG Standard 2.3 Implementing processes

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

- a self-assessment or equivalent;

- an external assessment normally including a site visit;
- a report resulting from the external assessment;
- a consistent follow-up.

The Procedure of accreditation of joint programmes in accordance with the European Approach for Quality Assurance of Joint Programmes covers:

- the self-evaluation by the joint programme (i.e. the self-evaluation report and the documentation required) in accordance with the pre-defined and published standards and in accordance with the respective FIBAA assessment guide,
- the composition of the expert panel; the project manager conducts one to two weeks prior to each accreditation or certification procedure a mandatory 1 to 1,5 hour digital meeting with the expert panel,
- the on-site visit in the peer-review procedure,
- the assessment report including the HEI statement,
- the decision by the F-ACC on the basis of the report and the statement by the HEI
- if relevant, recognition of the accreditation decision by the national accreditation authorities
- the subsequent complete publication of the report on FIBAA's website and in EQAR's Database of External Quality Assurance Results (DEQAR),
- a consistent follow-up in the form of the review of the fulfilment of conditions and/or evaluation of the follow-up actions on recommendations.

The result of the assessment is to be accepted by the EHEA countries participating in European Approach¹⁹.

Dependent on the national legal framework, the external quality assurance decision should come into force or be recognized in all countries where the programme is offered, as agreed in the Bucharest Communiqué.

Initial FIBAA accreditation and re-accreditation of joint programmes in accordance with the European Approach for Quality Assurance of Joint Programmes is valid for 6 years.

¹⁹ [EHEA countries](#) participating in European Approach

ESG Standard 2.4 Peer-review experts

External quality assurance should be carried out by groups of external experts that include (a) student member(s).

For the peer-review procedure FIBAA appoints an expert panel the relevant subject(s) or discipline(s), including:

- experts with prominent subject-/discipline-specific expertise;
- expert(s) with experience in quality assurance in higher education;
- expert(s) with international experience/expertise;
- experts with knowledge of at least some of the countries in which the joint programme is offered;
- a student with experience in accreditation procedures.

FIBAA guarantees the independence of its experts and provides them with comprehensive training before each accreditation procedure. Further details can be found in Section 5.2 of this report, in reference to ESG 2.4.

ESG Standard 2.5 Criteria for outcomes

Any outcomes or judgements made as the result of external quality assurance should be based on explicit and published criteria that are applied consistently, irrespective of whether the process leads to a formal decision.

FIBAA created a new webpage for the new accreditation for joint programmes according to the standards as defined in the European Approach²⁰. At this page FIBAA provides description of the procedure, links to the relevant regulations, respective Assessment Guide and other documents relevant for the procedure.

FIBAA ensures that its project managers possess the necessary expertise to work effectively with the criteria outlined in the Assessment Guide. Maintaining consistency in the application of these criteria is central to their collaboration with review panels and is further overseen by the office/divisional manager. Details of FIBAA's approach

²⁰ FIBAA: [Programme accreditation for joint degree according to the European Approach](#)

to training and the continuous knowledge development of review experts for consistent criteria application are provided in Section 5.2 of this report, in reference to ESG 2.4.

ESG Standard 2.6 Reporting

Full reports by the experts should be published, clear and accessible to the academic community, external partners and other interested individuals. If the agency takes any formal decision based on the reports, the decision should be published together with the report.

FIBAA ensures that its accreditation reports are accessible to all stakeholders – including students, academic communities, employers, and other interested parties. Reports on the accreditation of joint programmes are published on FIBAA's website at the page dedicated to the European Approach procedure. Each report is accompanied by the F-ACC's decision as a preface, while conditions, recommendations, and follow-up measures are clearly summarized at the beginning. All reports – whether the evaluation outcome is positive or negative – are also published in EQAR's Database of External Quality Assurance Results (DEQAR).

ESG Standard 2.7 Complaints and appeals

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

In September 2025, FIBAA introduced a new Appeals and Complaints Procedure²¹ and established an independent, qualified Appeals and Complaints Committee. Appeals and complaints concerning FIBAA accreditations for joint programmes – in line with the standards of the European Approach – are handled according to this procedure. Further details are provided in Section 5.3 of this report, with reference to ESG 2.7.

²¹ [Appeals and Complaints Procedure](#)

PART II – FOCUS AREAS

4. Profile, manner of functioning and EQA activities of the agency related to the focus areas of Part 3 of the ESG

4.1. ESG STANDARD 3.1 ACTIVITIES, POLICY AND PROCESSES FOR QUALITY ASSURANCE

Agencies should undertake external quality assurance activities as defined in Part 2 of the ESG on a regular basis. They should have clear and explicit goals and objectives that are part of their publicly available mission statement. These should translate into the daily work of the agency. Agencies should ensure the involvement of stakeholders in their governance and work.

In response to recent recommendations and suggestions for improvement from the ENQA and EQAR review panels, FIBAA would like to highlight the following developments and clarifications:

Strategic Planning for the Medium and Long Term

As detailed in Section 3 of this document, the FIBAA Strategy 2030 sets long-term objectives (6–8 years), complemented by 23 medium-term operational goals (directions). These are reviewed annually by the Management Team and Division Managers. Short-term goals are defined yearly through division-level objectives approved by the Managing Director. All goals are developed with clearly defined performance indicators.

All goals and related milestones and projects are tracked in Asana, while the Project Management and Reporting Division ensures transparency, oversight, and the application of the multiple-eye principle across all implementation levels.

Responsible division and project managers regularly update the status of goals and projects, ensuring effective goal tracking.

The strategic analysis, planning and controlling process at FIBAA actively involves both management and staff through a series of regular meetings, including the Division Managers' Jour Fixe, Team Jour Fixe, internal division meetings, and recurring quality management sessions with division managers. The meetings serve to systematically review the current state of implementation, reflect on progress against defined objectives, and identify specific operational measures to enhance performance and quality outcomes.

Stakeholder Representation in F-ACC

Stakeholders external to FIBAA's immediate client base are represented in the F-ACC²² through members from professional practice. These include a representative from the Donors' Association for the Promotion of Sciences and Humanities (**Stifterverband**) in Germany, which is dedicated to advancing education, science, and innovation. In addition, representatives of the relevant and important industry leaders such as Bayer AG, Lufthansa AG, and Deutsche Bahn are represented in the committee. As they are not clients of FIBAA, their participation ensures an external, critical perspective—functioning as 'critical friends' and contributing valuable insights.

Student Representation in Governance

As outlined in FIBAA's follow-up report to the ENQA Agency Review dated 13 October 2023²³, FIBAA is a foundation established under Swiss law by the business associations of Germany, Austria, and Switzerland. Accordingly, the Foundation Council is composed solely of representatives from these founding organizations and is responsible for ensuring effective management and financial stability.

Quality assurance tasks, including accreditation, evaluation, audit, and certification, fall under the exclusive responsibility of the F-ACC, which is appointed by the FIBAA Foundation Board and includes multiple student representatives

²² Information about the [F-ACC](#) and its members

²³ [ENQA Follow-up Report 2023](#)

with extensive experience in accreditation. This structure with clear delineation of the roles of the F-ACC and the Foundation Council ensures meaningful student involvement in its quality assurance processes and governance.

Risk Management Strategy

In 2024, FIBAA developed and implemented a comprehensive risk matrix²⁴ as part of its strategic management framework. The identified risks are systematically linked to FIBAA's strategic goals, ensuring that risk assessment is directly aligned with the organization's long-term objectives. The FIBAA Foundation Council formally approved the risk matrix and provided input for its refinement.

According to the established procedure, a full risk analysis is to be conducted annually, with the results presented to the Foundation Council for review and potential action. This approach ensures proactive, transparent, and strategic handling of institutional risks, supporting FIBAA's commitment to long-term stability and continuous improvement.

Conflicts of Interest Arising from Consultancy Activities

FIBAA's consultancy services, provided by the organizational unit CONS, are explicitly outside the scope of the ESG.

To comply with the requirements outlined in Annex 2 of the EQAR Policy on the Use and Interpretation of the ESG²⁵, the FIBAA Foundation Council adopted the **Principles for the Separation of Auditing and Consulting in Audit Procedures under the ESG**²⁶ on 17 January 2017. These principles establish a clear and binding distinction between consulting and auditing activities to safeguard the objectivity and impartiality of both the external reviewers and FIBAA itself.

To prevent any potential conflict of interest, FIBAA strictly prohibits the simultaneous or immediate

sequential provision of consultancy and external quality assurance services for the same institution.

FIBAA communicates on its website that its consulting services are separate from its quality assurance activities and therefore not subject to the ESG. This ensures that both areas are conducted in accordance with their respective standards or requirements.

Critical Reflection

Since the last review, FIBAA has made significant progress in establishing a robust system for setting long- and medium-term strategic goals, along with well-defined processes for executing and monitoring short-term objectives. The implementation of the project management platform Asana has notably enhanced the quality and coordination of both external quality assurance activities and internal support projects.

The next major development milestone will be the launch of FIBAA's CRM system, JACOP® (see Section 3). This new system is expected to further strengthen the quality, efficiency, and transparency of FIBAA's operations, while delivering added value for both internal teams and external stakeholders.

4.2. ESG STANDARD 3.4 THEMATIC ANALYSIS

Agencies should regularly publish reports that describe and analyse the general findings of their external quality assurance activities.

FIBAA acknowledges that Thematic analyses are important for a number of reasons:

1. Thematic analyses prove and communicate that profound knowledge within its field of operations is being continuously developed within the organization.
2. Thematic analyses nurture the dialogue with stakeholders, thus contributing to an ever-evolving landscape of quality assurance.
3. FIBAA has experience and know-how gathered by the number of accreditation and certification

²⁴ The Risk Matrix is provided in Annex 4 (in English).

²⁵ [Use and Interpretation of the ESG for the European Register of Quality Assurance Agencies](#)

²⁶ [Principles for the Separation of Auditing and Consulting in Audit Procedures under the ESG](#) (in German). For your information, an English translation of the document is provided in Annex 3. The legally binding version, however, is the original German document.

procedures within 30 years of operation. This is a valuable asset for the quality assurance community.

In recent years, FIBAA has established a more structured and strategic approach to identifying, planning, and conducting thematic analyses on a regular basis, including the systematic allocation of resources. The overarching goal is to increase the number of high-quality analytical publications with an overview of the outcomes of external QA activities and broaden the thematic scope beyond programme and institutional accreditation.

Thematic analyses fall under **Strategic Goal 5: Reputation**, which aims to strengthen FIBAA's profile as a trusted quality assurance agency in academia and industry. Until 2025, related activities were mainly carried out under the measure "FIBAA shows presence at European conferences, forums, and events."

In 2025, FIBAA conducted an internal management review to evaluate the current procedures and outcomes in thematic analysis. Drawing on **ENQA's Occasional Paper 28 on Thematic Analysis**²⁷, FIBAA benchmarked its approach against European standards and best practices. The review confirmed progress in both the number and quality of analyses over the past two years but identified the need for a more systematic and strategic methodology in line with ESG Standard 3.4.

As a result, the following improvements were introduced:

- **Integration into FIBAA Strategy:** A dedicated measure was added under Goal 5, enabling structured planning, execution, and monitoring of thematic analyses.
- **Quality Management Policy:** The new QA Policy²⁸ (launched in 2025) includes a dedicated section outlining objectives, decision-making processes, resource planning, implementation, dissemination, and follow-up activities related to thematic analyses.

²⁷ ENQA's Occasional Paper 28 on Thematic Analysis

²⁸ FIBAA Quality Assurance Policy

- **Clear Responsibilities and Resourcing:** The AKV matrix was updated to assign responsibility for thematic analyses to the division managers in National Accreditation, International Accreditation, and Certification. Topic-specific working groups may also be formed.
- **Project Management in Asana:** An annual Asana project portfolio was established to manage each analysis from planning through dissemination and follow-up.
- **Internal Training:** A dedicated training session were held to inform all division managers of the new procedures.

All thematic analyses are published on the FIBAA website under **Publications & Thematic Analyses**²⁹.

FIBAA conducts several types of thematic analyses. The first type is based on quality assurance reports. A good example is the **Policy Brief for the Committee for Quality Assurance in Science and Higher Education in Kazakhstan**, which provides an analysis of recommendations derived from accreditation procedures in the country. This particular thematic analysis is exemplary in terms of its dissemination and follow-up, as it was presented and discussed at the national ministerial level, resulting in tangible influence.

The second type of thematic analysis focuses on specific topics of relevance to the higher education sector. A good example is the study **Transforming Higher Education – Quality Assurance for Digital Education and Micro-Credentials**, which was presented at the DGWF Annual Conference 2024 (German Association for University Continuing and Distance Education).

Further dissemination activities include targeted publications via FIBAA's social media channels, newsletters, and thematic workshops or seminars. Depending on the topic, findings may also be shared through presentations or papers at relevant industry conferences and events.

As a result of this systematic approach, each of three product-related divisions now publishes

²⁹ FIBAA: Publications & Thematic Analyses

at least two thematic analyses per year. These publications reflect FIBAA's insights into external quality assurance and contribute to the continuous improvement of internal and sector-wide policies and processes.

Critical Reflection

Since the introduction of its new strategic approach in 2025, FIBAA has seen a clear increase in both the quality and quantity of its thematic analyses. This progress has elevated thematic analysis to a strategic priority for the Management Team and division heads, ensuring greater accountability and more effective resource planning. This structured approach enables full compliance with ESG Standard 3.4.

4.3. ESG STANDARD 3.5 RESOURCES

Agencies should have adequate and appropriate resources, both human and financial, to carry out their work.

Accreditation in higher education is a rapidly evolving field that demands a high level of adaptability from agencies operating in a highly competitive environment. To systematically assess and address potential risks, FIBAA has developed a risk matrix (see Section 4.1).

However, not all risks can be fully mitigated. For instance, recent changes in the German accreditation system may lead to a decline in the number of procedures on programme level. Besides such domestic risks, international activities may also be affected: changes in governing, political, or regulatory frameworks in countries where FIBAA is active can result in a halt or loss of recognition and thereby impact the agency's ability to continue operations in that market.

In response, FIBAA has adopted a highly flexible approach to financial and personnel management, allowing the organization to respond swiftly and effectively to emerging challenges.

In recent years, FIBAA has made significant investments in the development of its financial and human resources. A clear link exists between the

agency's strategy and the planning and allocation of human and financial resources.

Personnel

FIBAA's Strategy 2030 outlines two dedicated goals focused on personnel and financial development. **Goal 7, titled Skills and resources – FIBAA strengthens the satisfaction of its employees, promotes loyalty to the company and thus increases efficiency**, specifically addresses employee satisfaction, engagement, and efficiency.

To support this, FIBAA has implemented a range of medium-term operational measures, including: the creation of AKV³⁰ matrices for all roles, the rollout of the HR-Software³¹ system, the introduction of revised recruitment and onboarding processes, and the establishment of structured annual review processes. These measures are organized and tracked through Asana projects.

Employees are actively involved in the implementation of Strategic Goal 7 and contribute their own initiatives. FIBAA supports two annual training courses for employees and further professional development opportunities (continuing education courses, MBA). Training topics are identified through employee surveys, aligned with the strategic goals and then refined through team discussions in regular exchange formats and *jour fixe* meetings.

In addition, FIBAA has established an annual team-building event, which serves as a platform for collegial exchange and discussion of strategic issues.

FIBAA conducts regular staff surveys to assess job satisfaction, management support, workload levels, and professional development needs. The results of the surveys are properly analyzed, after which actions are defined and communicated to the team.

Finances

Goal 8 aligned strategic vision of the agency and the planning of actions with the allocation of financial

³⁰ AKV – "Aufgaben, Kompetenzen, Verantwortlichkeiten" in German, „Duties, Competencies, and Responsibilities“ in English.

³¹ FIBAA uses as HR-Software [HR-Works](#)

Table 2: Personnel by divisions

FIBAA Division	Full Time Employees	Part Time Employees	Full Time Equivalent (FTE)
Management	2	0	2
National Accreditation, International Accreditation, Certification	9	8	14,6
Support	4	3	5,8
Total	15	11	22,4

resources: **Finances – Through operational and financial management, FIBAA is able to finance its strategic orientation independently and ensure long-term stability.**

FIBAA maintains a clear division of responsibilities between its internal finance functions and its external accounting partner to ensure efficient financial management and full compliance with legal and fiscal requirements. Internally, FIBAA's accounting department records and monitors all transactions, manages payments and receipts, maintains booking records, secures cash flow, and collects the necessary documentation for monthly accounting. The controlling conducts strategic financial planning, monitors investments and expenditures, and oversees financial performance. Externally, the accounting firm DHPG³² carries out formal bookkeeping in the accounting software called DATEV³³, prepares monthly accounts, calculates advance tax payments, and produces quarterly and annual financial statements. In line with Swiss foundation law, the Eidgenössische Stiftungsaufsicht (ESA) serves as the official supervisory and auditing authority for FIBAA, reviewing the annual accounts and compliance documentation. This structure ensures that FIBAA has adequate and appropriate financial and human resources, with clearly defined internal and external responsibilities, to effectively support its operations and meet all statutory obligations.

FIBAA conducts its financial planning on an annual basis. The yearly economic plan (Wirtschaftsplan) is prepared by the Management Team and formally approved by the Foundation Board, ensuring an additional layer of control and accountability. While there is no binding multi-annual financial

³² [dhpG](#)

³³ [DATEV](#)

framework extending over several years, the annual planning is systematically aligned with the agency's strategic objectives and operational priorities. This approach ensures that financial resources remain flexible and can be adjusted to respond to external developments, regulatory changes, or shifts in the higher education sector. A key characteristic of FIBAA's financial structure is the high predictability of its expenditure. Personnel costs represent the largest share of expenses, followed by procedural costs, which are directly linked to the income generated from accreditation and certification activities. Because of this stable cost structure, long-term financial planning has not been necessary for day-to-day operations.

For larger investments, however, FIBAA applies a different approach. The most significant investment in the past decade is the development of the digital applicant platform JACOP® (see Chapter 3. Changes since the last full review). The project has been planned over the period Q2/2023 to Q1/2027 and was divided into a proof-of-concept phase and a main project phase. The proof-of-concept, conducted under a predefined budget, was designed to test the feasibility of the project within its allocated financial framework. From Q2/2025 onwards, the main project consists of eight project phases, each with its own detailed budget plan. These budgets are defined jointly by the FIBAA project lead and the contracted agency on the basis of milestones and work packages. Progress and results are presented to the Foundation Board in its semi-annual meetings, where Board members provide feedback and only subsequently approve the budget for the next project phase. This stepwise procedure ensures close monitoring by the Foundation Board,

guarantees transparency, and enables FIBAA to use its resources prudently when significant investments are required. Thus, while FIBAA's formal financial planning covers one fiscal year, it is embedded in a broader strategic vision that considers medium- and long-term sustainability. This combination of short-term planning discipline, structured project budgeting, and continuous strategic monitoring allows FIBAA to allocate resources effectively in line with its strategic priorities, such as the digitalization of processes, the continuous professional development of staff, and the strengthening of international cooperation.

Critical Reflection

Operating within a rapidly changing environment and in the face of certain disruptive developments, FIBAA has devoted considerable efforts to establishing a robust financial management system while prioritizing the retention and continuous development of its highly qualified team. As a result of these measures, FIBAA enjoys a stable financial position, which enables strategic investments such as the implementation of the new CRM system JACOP® and the planning of further projects, including the relaunch of the FIBAA website. Furthermore, the organization benefits from a consistently low staff turnover, ensuring the provision of highly professional services to both domestic and international partners.

5. Design and implementation of the agency's EQA activities related to the focus areas of Part 2 of the ESG

5.1. ESG STANDARD 2.1 CONSIDERATION OF INTERNAL QUALITY ASSURANCE

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

FIBAA's long- and medium-term objectives are embedded in its Strategy 2030, particularly in **Goal 2: Accreditation – FIBAA is intensifying the expansion of programme accreditations in selected international target markets, reducing its involvement in system accreditation, and aiming to achieve 60% of total revenue through programme accreditation.** This strategic focus is further supported by corresponding operational measures.

A similar approach is outlined in **Goal 3: Certification – FIBAA is expanding its certification product line, with the goal of generating 20% of its total revenue from this segment.**

The FIBAA assessment guides rise from an understanding of quality that was developed in compliance with the ESG. All FIBAA Assessment Guides are explicitly based on Chapter 1 of the ESG. The mapping grid in reference to the ESG Part 1 is provided in the Annex 5.

All FIBAA Assessment Guides explicitly reference the ESG in their introductory sections, including direct hyperlinks. Likewise, the introductory pages for each process on FIBAA's website provide an overview of the Bologna Process and its key tools. Country-specific Assessment Guides (Austria, Switzerland) and the corresponding web pages

also include links to relevant national information and regulations.

As we informed in section 3, FIBAA reported in EQAR substantive changes report the recent updates in the three assessment guides for the accreditation of Bachelor's, Master's, and Doctoral programmes and for the certification of continuing education courses and micro-credentials. Additionally, FIBAA has also submitted information about the new **Assessment Guide for the Accreditation of Joint Programmes in accordance with the European Approach for Quality Assurance of Joint Programmes**.

In November 2025, the F-ACC approved the updated **Assessment Guide for Certification with the FIBAA Quality Seal Excellence in Digital Education®**. The revised guide will come into effect in March 2025. For 2026, FIBAA is planning a comprehensive revision and publication of the **Assessment Guide for Institutional Accreditation according to FIBAA's International Quality Standards** and the **Assessment Guide for Institutional Accreditation: Strategic Management**.

FIBAA further assists HEIs in enhancing the effectiveness and continuous development of their internal quality assurance systems through clear procedural guidance, additional guidelines and checklists, targeted trainings, and direct support from dedicated project managers.

Critical Reflection

One of FIBAA's key strengths is the awarding of its own quality seals, with a strong emphasis on employability, including future-oriented and soft skills, global career readiness of graduates, and internationalization. FIBAA delivers high-quality assessment reports that offer clear, constructive feedback along with practical recommendations for continuous improvement, while actively promoting structured follow-up processes. In addition, FIBAA is committed to fostering a client-centered support culture, which not only strengthens quality development within institutions but also positions FIBAA as a trusted partner—ultimately enhancing customer satisfaction and long-term retention.

5.2. ESG STANDARD 2.4 PEER-REVIEW EXPERTS

External quality assurance should be carried out by groups of external experts that include (a) student member(s).

By 2025, FIBAA's expert pool has grown to over 1,200 professionals, reflecting the organization's expanding scope of accreditation. In addition to its well-established expertise in business and management, economics, law, and social sciences, FIBAA has significantly broadened its competencies to include the humanities, natural sciences, healthcare management, engineering and technology, computer science and IT, education, and other academic disciplines.

FIBAA's expert pool comprises professionals from over 30 countries. Excluding country-specific experts, the pool includes academics, practitioners, and student representatives from more than ten European countries. While the core of the expert pool is traditionally drawn from the DACH region (Germany, Austria, and Switzerland), the proportion of non-German-speaking experts has grown significantly—from 5% to 15% over the past five years. FIBAA follows rigorous criteria in the selection and appointment of its experts to ensure appropriate competencies and professional experience. Comprehensive information on the criteria for various expert groups is available on the FIBAA website³⁴.

To promote greater rotation and renewal within its expert pool, FIBAA introduced an internal regulation limiting each expert's participation to a maximum of three accreditation or certification procedures per year. Exceptions may be granted in cases requiring short-notice substitutions. Since the implementation of this policy, the average number of new experts per panel has increased from 1–2 in 2020 to 3–4 in 2025 (out of 5-6 experts in panel), contributing to a broader inclusion of fresh perspectives.

FIBAA leverages digital transformation in higher education to enhance the accessibility of its workshops, seminars, and training sessions for its expert pool. Given the large number and wide geographical distribution of our experts, in-

³⁴ FIBAA: [Criteria for Appointing FIBAA Experts](#)

Table 3: Key figures of the FIBAA expert pool

	2020	2021	2022	2023	2024	2025
Expert pool	705	787	927	978	1196	1376
Included in the pool of experts	53	139	156	79	151	180
Revocation of Experts	16	0	13	0	2	0

Table 4: FIBAA workshops, seminars and training activities

FIBAA Division	2023	2024	2025
National Accreditation	1	1	3
International Accreditation	1	0	3
Certification	2	4	4
Expert Management	0	1	2

person activities are not feasible. As such, FIBAA delivers all training activities in a fully online format. FIBAA offers regular onboarding and refresher trainings, as well as specialized thematic sessions to ensure that its experts remain up to date with the latest regulatory developments and assessment standards. Upon request, FIBAA also offers experts personal consultations and individual support at its office by the assessment team—for example, for organizational or content-related questions—in order to promote personal exchange and ensure effective support.

The training sessions are conducted in the language of the respective procedures. Trainings provided by the National Accreditation Division, as well as onboarding for German procedures, are conducted in German. Other trainings, workshops, seminars, and related materials are delivered in English to reflect and support FIBAA’s international profile.

FIBAA recognizes that participation in its training activities is currently voluntary, with no formal obligation for experts to take part. If the evaluation reveals a need for training among experts, they will be kindly informed of the next training date. Participation is, of course, voluntary. However, experience has shown that experts are highly motivated to engage in training opportunities, particularly in the lead-up to an accreditation or certification procedure.

In response, FIBAA has implemented several structured measures to ensure that experts are thoroughly prepared for their role on review panels:

- **Comprehensive onboarding:** Every new expert receives detailed written information and personalized support through emails, phone calls, digital meetings or face-to-face meetings from the Expert Management Division. In addition, all relevant materials are available on the FIBAA website under the “Expert Management” section and within sections dedicated to specific procedure types.
- **Dedicated project manager support:** Once an expert panel is approved, the assigned project manager becomes the primary point of contact for each expert. For those participating in their first procedure, the project manager also acts as a personal coach. With knowledge of each panel member’s experience, the project manager ensures targeted communication—via emails, calls, or digital meetings—to inform, train, and prepare each expert for their specific role. In practice, this individualized communication serves as a core training mechanism, ensuring that new experts develop a solid understanding of the ESG standards, FIBAA’s criteria, review methodologies, and the decision-making process. The relevant

documents for preparing the procedure will be provided by the Project Manager (e.g., a presentation on the tasks of the Accreditation Committee and country-specific information).

- **Mandatory pre-procedure briefing:** One to two weeks prior to each accreditation or certification procedure, the project manager conducts a mandatory 1 to 1,5 hour digital meeting with the expert panel. This session is designed to review the upcoming process and ensure that all members are fully aware of their roles and responsibilities, including all documentation for the procedure.
- **On-site coordination:** The project manager also organizes an in-person coordination meeting the day before the on-site visit to allow for final discussions and alignment among panel members.

FIBAA primarily recruits its student experts through the Studentischer Akkreditierungspool (German Student Accreditation Pool). To support the ongoing development of student reviewers, FIBAA provides annual financial contributions to help fund training seminars. FIBAA also regularly participates in these seminars and welcomes representatives from the Pool to contribute to its own webinars (example: Webinar Prüfungskonzept MRVO 2024 on September 4, 2025). In addition, student members of the F-ACC serve as important multipliers and contact points for student reviewers.

In 2024, FIBAA produced a four-minute educational video³⁵, published on YouTube, aimed at informing prospective experts about the various expert roles (student, professional practice, academia, country-specific experts), the core quality standards, and the responsibilities involved. This video explains the work of the experts in detail and serves as a helpful resource that can be referred to at any time, whether for preparation, refresher training, or clarification of individual aspects. Additionally, three short videos explain the roles of experts from academia, professional practice and students.

To further enhance the quality of expert engagement and commitment and promote greater

³⁵ Video: [Join FIBAA Experts: Be A Part Of Our Excellence In Higher Education!](#)

transparency, FIBAA introduced a standardized service contract in 2024 and implemented digital document signing via InSign, significantly improving procedural efficiency. Alongside the service agreement, experts sign a compliance statement confirming the absence of any conflict of interest.

Critical Reflection

FIBAA's experience has shown that core training for new experts is most effective when delivered shortly before an accreditation or certification procedure. To ensure thorough preparation, each expert receives dedicated support from the assigned project manager as well as a mandatory pre-procedure briefing, equipping them with the knowledge and confidence required for their role.

As FIBAA continues to expand internationally, English has become the primary language for communication and training materials, supporting the diverse composition of its expert pool.

Given the dynamic and frequently changing nature of student reviewers, FIBAA collaborates closely with the German Student Accreditation Pool, which also shares responsibility for training and developing student experts.

5.3. ESG STANDARD 2.7 COMPLAINTS AND APPEALS

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

Over the past four years, FIBAA has systematically reviewed and refined its appeals and complaints procedure in response to the recommendations of the EQAR Register Committee during the last review (decision of 07.02.2022) and in line with FIBAA's internal quality assurance processes. In September 2023, the rules of procedure of the FIBAA Appeals Committee were revised: the provisions regarding appeals against decisions and complaints about procedures were clarified in their wording, and the body itself was renamed the **FIBAA Appeals and Complaints Committee**. At the same time, all information and documents

Table 5: Submitted Appeals and Complaints

Year	Submitted Appeals/ Complaints	Remedied	Rejected
2022	0/0	-	-
2023	1/0	-	1/-
2024	2/0	1/-	1/-
2025	1/0	1/-	-
Total	4/0	2/-	2/-

relating to the appeals and complaints procedure were updated and made available on the FIBAA website.

In 2025, FIBAA decided to further strengthen this framework by developing a dedicated **Appeals and Complaints Procedure**³⁶ as a stand-alone document. This document sets out in detail the definitions, requirements, procedural steps, timelines, publication rules, and follow-up measures. Its primary aim is to enhance transparency in the handling of complaints and appeals.

The document was prepared by a specially established working group comprising the Managing Director, Division Managers for Quality Management, National and International Procedures, Certification, and Marketing, together with their deputies. It provides clear guidance on:

- the distinction between an appeal and a complaint,
- the issues that may be raised under each procedure,
- the formal requirements for lodging a complaint or an appeal,
- a step-by-step description of the procedures,
- the expected timelines for both processes,
- the rules for publication of appeal outcomes, and
- the follow-up measures for continuous quality improvement.

The new Appeals and Complaints Procedure was formally approved by the Managing Director in October 2025 and published on the FIBAA website. In parallel, the terms and conditions (AGBs) and

accompanying documents for HEIs were updated to maintain coherence and accuracy.

Since 2022, a total of four submitted appeals and complaints procedures have been processed. In two cases, the appeals were rejected following a thorough and critical review.

Critical Reflection

FIBAA values the comments received from EQAR and ENQA regarding its appeals and complaints regulations. Acting as constructive critical friends, they provided FIBAA with valuable guidance for further improvement. As a result, a new Appeals and Complaints Procedure was developed. At the same time, of the 200–300 procedures carried out each year, only a very small number of HEIs make use of the opportunity to file a complaint or an appeal – a fact that underlines the reliability and quality of FIBAA’s work.

³⁶ [FIBAA Appeals and Complaints Procedure](#)

PART III – SWOT ANALYSIS

STRENGTHS

- Own FIBAA Seals focus on employability including future and soft skills, global career readiness of graduates and internationalization
- A certification seal to evaluate and assure quality of digital learning: “Excellence in Digital Education”®
- Expertise in accrediting diverse study programme specializations
- Client-centered support culture and highly responsive approach
- High-quality assessment reports providing clear, constructive feedback and actionable recommendations for further improvement
- Availability of online and hybrid site visit arrangements
- Strong ties with business and employer associations in Germany, Austria, and Switzerland
- Stable core customer base
- Enhanced visibility driven by active participation in professional conferences and strong online presence
- Established base of seasoned experts with long-standing collaboration
- Recognized international reputation
- Credibility developed through client referrals
- Effective infrastructure for internal project and knowledge management, quality assurance and documentation
- Strong working relationships with accreditation authorities in recognized countries
- Established team of competent employees

- Adaptive work environment featuring substantial remote work options that support employee retention

OPPORTUNITIES

- Increasing demand for international accreditation in developing countries
- Emerging market opportunities fueled by the expanding diversity of educational formats, including double degrees, joint programmes, AI-driven teaching, digital, job-accompanying, micro-credentials and distance learning modalities
- Emerging market opportunities arising from the digitalization of the higher education sector
- New market prospects driven by the expansion of continuing education programmes and micro-credential offerings
- Increasing demand for the recognition and certification of continuing education

WEAKNESSES

- Disadvantages of the legal form of a Swiss foundation: no base finances, thereby more expensive than other agencies, tax disadvantage, no access to European projects and subsidies
- Constrained resources for the advancement of competitive remuneration for personnel
- Limited resources available to expand the workforce
- Need for continued enhancement in the management of internal databases

THREATS

- In Germany: Decline in market demand for programme accreditation services
- Third countries: Unpredictable shifts in the political, economic, and socio-cultural landscape that may result in market loss
- Rising inflation and the resulting increase in travel expenses
- Increasing inflation driving higher employee compensation expectations

PART IV – CONCLUSIONS

As this report demonstrates, FIBAA has established a strong and sustainable organizational structure that ensures the high quality of its accreditation and certification services.

MISSION AND VISION

The following revised mission and vision statements were approved by the Foundation Board in November 2025.

Mission

FIBAA is a European quality assurance agency with global reach. We stand for transparent, comparable, and high-quality standards in higher education and continuing education.

We are a reliable partner for students, higher education institutions, and economy. Through our commitment, we continuously ensure quality and foster employability.

We act on the basis of strong values – guided by openness, fairness, and tolerance. For us, equal opportunity is more than a principle: it is both an attitude and a guiding standard of action. Together with our partners, we actively oppose all forms of discrimination.

Vision

FIBAA is a global driving force and a recognized pioneer in quality assurance for higher and continuing education. We think boldly, act with foresight, and pursue innovative yet realistic solutions.

Our vision is sustained by a strong, dedicated team that shapes change in the educational landscape together.

STRATEGIC ORIENTATION

FIBAA's approach to defining and pursuing strategic goals enables the agency to concentrate on the most relevant areas of development. At the

same time, its comprehensive risk management framework ensures that key risks and challenges in a rapidly changing environment remain consistently in focus.

EXTERNAL ENGAGEMENT

On the international stage, FIBAA continues to strengthen its visibility and impact by actively participating in professional events across Europe and beyond. These platforms serve not only to expand FIBAA's presence, but also to facilitate professional exchange and the dissemination of knowledge. In particular, FIBAA presents the findings of its thematic analyses, while also organizing its own educational events—such as webinars and workshops—tailored to the needs of its stakeholders. To further reinforce outreach, FIBAA continues to expand its communication channels, including its website and dedicated accounts on LinkedIn, Instagram, and YouTube.

INTERNAL DEVELOPMENT

Internally, FIBAA pursues a consistent digitalization strategy. This includes the use of Asana for project management, the full launch of the new CRM system JACOP® in 2026, and the digitalization of process management through ViFlow. Such systematic integration of digital tools at all levels underpins a robust internal quality management system and thereby safeguards the consistently high quality of services delivered.

INNOVATION AND FUTURE ORIENTATION

FIBAA is strongly committed to innovation. As a recognized leader in areas such as digital learning and micro-credentials, it is actively expanding its expertise into emerging fields, including sustainability and the application of artificial intelligence in education. Looking ahead, FIBAA aims to broaden its presence in developing countries and to respond to the increasing demand for new learning models such as AI-driven teaching, continuing education, and micro-credentials.

Glossary of Terms

AKV matrix - Tasks/Competences/Responsibilities matrix

BAN-PT - National Accreditation Agency for Higher Education, Indonesia

Bucharest Communiqué - Standards for Quality Assurance of Joint Programmes in the EHEA

CEENQA - Central and Eastern European Network of Quality Assurance Agencies in Higher Education

CERT - certification of continuing education courses and micro-credentials

CONS – consulting

CRM - Customer Relationship Management

DATEV – software to taxes and accounting

EAER - Swiss Federal Department of Economic Affairs, Education and Research

EDE - FIBAA Quality Seal “Excellence in Digital Education”®

EHEA - European Higher Education Area

ENQA - European Association for Quality Assurance in Higher Education

EQAR - European Quality Assurance Register for Higher Education

ESG - Standards and Guidelines for Quality Assurance in the European Higher Education Area

EUA - European University Association

FIBAA - Foundation for International Business Administration Accreditation

FTE - Full Time Equivalent

F-ACC - FIBAA Accreditation and Certification Committee

GAC - German Accreditation Council

HEQC - Higher Education Quality Council of Turkey

INST - institutional procedures

INQAAHE - International Network for Quality Assurance Agencies in Higher Education

JACOP® - Joint Accreditation and Certification Online Platform

MOET - Vietnamese Ministry of Education and Training

NCEQE - Coordination Council of the National Center for Educational Quality Enhancement in Georgia

NVAO - Nederlands Vlaamse Accreditatie Organisatie

PROG - programme accreditation

PoC - proof of concept

QA – Quality Assurance

QM - Quality Management

SAR - Self-Assessment Report

ANNEX I – FIBAA STRATEGY 2030

Adopted by the FIBAA Foundation Council on 13 May 2022 in Zurich.

GOAL 1: STRATEGIC POSITIONING – BY 2030

FIBAA holds a leading position in the core market and a recognised position in the other markets in selected product lines, industries and regions.

Strategic Directions

FIBAA will achieve this goal by:

- Maintaining its position in the core market of Germany, selectively expanding in Austria, Switzerland, and the Netherlands, significantly growing in defined international markets, and selectively pursuing opportunities in additional international markets based on profitability potential. Starting 2023
- Offering system accreditation (SYS) in Germany only selectively and at the request of clients, maintaining and further developing the position of programme accreditation (PROG) in the DACH region (including the Netherlands), and expanding in selected international markets. Starting 2023
- Developing, repositioning, and distributing certification and service areas with high priority across all markets. Starting 2024
- Focusing its products and services on the disciplines of Business Administration, Economics, Law, Computer Science, Health, Psychology, and Social Work. By 2024

GOAL 2: ACCREDITATION – BY 2028

FIBAA pushes the expansion of programme accreditations in selected international target markets, reduces its involvement in system

accreditation and achieves a 60% share of its total turnover with programme accreditation.

Strategic Directions

FIBAA will achieve this goal by:

- ...processing the SYS product line for German higher education institutions only passively, while seizing existing opportunities for the INST product line in other target markets, from 2023
- ...actively pursuing the PROG AR product line in Germany and slowing the revenue decline of the PROG FIBAA product line at German higher education institutions, from 2023
- ...proactively offering and selling the PROG FIBAA product line in other target markets, with a focus on private higher education institutions, from 2024
- ...expanding the PROG FIBAA product line into the tertiary education sector B1 in selected markets (e.g., Switzerland). from 2026

GOAL 3: CERTIFICATION – BY 2026

FIBAA expands its certification product line and achieves a 20% share of total revenue through this segment.

Strategic Directions

FIBAA will achieve this goal by:

- ...reviewing and updating its question and evaluation catalogues in line with the new strategic orientation, by 2023
- ...rolling out the “Excellence in Digital Education” product gradually across all target markets, by 2026
- ...developing additional seals for certification and initiating their rollout, by 2026
- ...expanding the certification of continuing education courses to international markets. by 2026

GOAL 4: SERVICES (INCLUDING ACADEMY) – BY 2027

FIBAA expands its service product line and achieves a 20% share of total revenue through this segment.

Strategic Directions

FIBAA will achieve this goal by:

- ...taking on activities related to quality assurance and quality management (planning, organization, evaluation & controlling, as well as further development) within the SYS product line for higher education institutions, by 2025
- ...establishing an “Academy” for quality management and development in line with its strategic positioning, by 2027
- ...repositioning its current “Consulting” product line in terms of advisory services in the field of quality management. by 2024

GOAL 5: REPUTATION – BY 2030

FIBAA is well established in academia and industry and continues to enhance its reputation as a quality provider in the quality management market.

Strategic Directions

FIBAA will achieve this goal by:

- ...actively managing its various communication tools and channels and involving its stakeholder groups in communication, starting in 2023
- ...building its own FIBAA Community (e.g., former workshop participants, alumni) and strengthening it through the organization of events, by 2030
- ...consolidating its networks in existing markets and building new ones in target markets, as well as forming strategic alliances and partnerships, starting in 2023

- ...positioning itself as the private organization with strong ties to industry and emphasizing the importance of employability. by 2026

GOAL 6: CUSTOMER JOURNEY / EXCELLENCE IN ADMINISTRATION – BY 2028

FIBAA offers high-quality products and services, ensures maximum customer satisfaction, and increases customer value by improving the customer journey – providing “customer-friendly and state-of-the-art services.”

Strategic Directions

FIBAA will achieve this goal by:

- ...critically reviewing and optimizing its internal processes, aligning them with customer needs, and presenting them transparently, by 2024
- ...developing an online submission form/app to support customers in accreditation and certification processes (with features such as digital submission of self-documentation, process timeline view, access to commission decisions, etc.), by 2028
- ...designing its accreditation and certification processes to be simple, transparent, customer-friendly, and digitally supported, by 2026
- ...convincing existing and potential customers through service orientation and communication. by 2026

GOAL 7: SKILLS AND RESOURCES – BY 2026

FIBAA strengthens the satisfaction of its employees, promotes loyalty to the company and thus increases efficiency.

Strategic Directions

FIBAA will achieve this goal by:

- ...reviewing its processes and interfaces, as well as clearly defining tasks, competencies, and responsibilities, by 2024
- ...renewing data management in terms of security, structure, and maintenance, by 2025
- ...targetedly developing employees' skills and ensuring knowledge transfer, by 2025
- ...developing an organizational culture that fosters high employee satisfaction and reduces the annual turnover rate to 10%. by 2026

GOAL 8: FINANCE – BY 2030

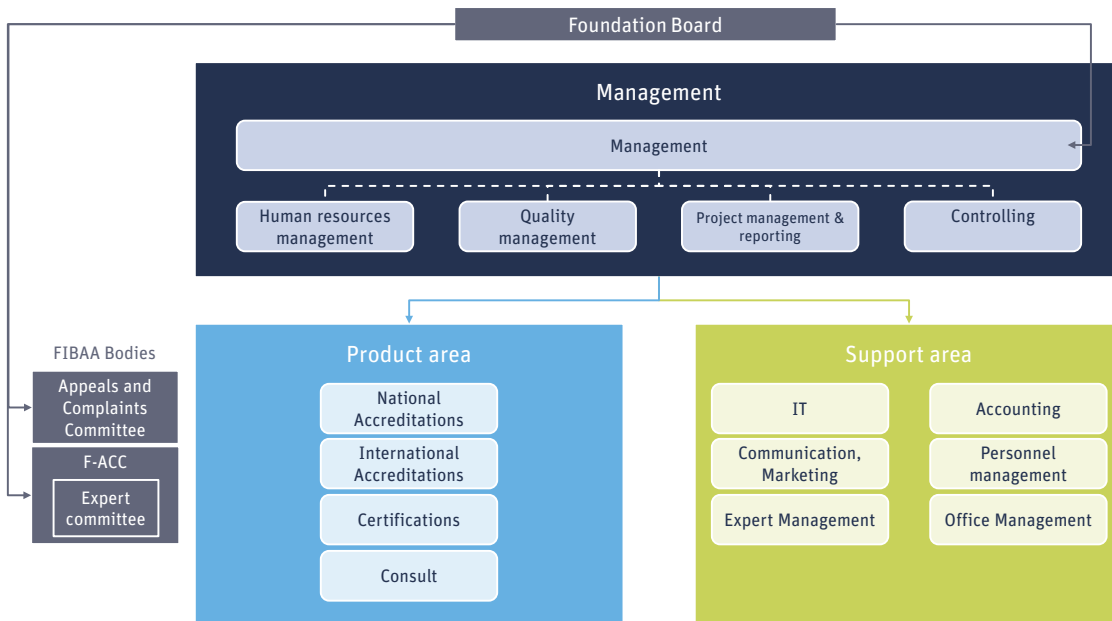
FIBAA, through operational and financial management, is able to self-finance its strategic direction and ensure long-term stability.

Strategic Directions

FIBAA will achieve this goal by:

- ...aiming for an average annual free cash flow of 12–14%, ongoing
- ...achieving an average annual profit margin of 8–10% of revenue, ongoing
- ...building economic equity equivalent to 75% of annual fixed costs, by 2026
- ...prioritizing investment policy on expanding activities with sustainable profit contributions, ongoing
- ...actively and proactively managing liquidity and credit risk (delcredere). ongoing

FIBAA Organisation Chart



ANNEX III – PRINCIPLES FOR THE SEPARATION OF EVALUATION AND CONSULTANCY IN REVIEW PROCEDURES WITHIN THE FRAMEWORK OF THE ESG

RESOLUTION

The Foundation Council resolves the principles for the separation of evaluation and consultancy in review procedures within the framework of the ESG¹.

FIBAA clearly separates evaluation and consultancy to ensure the impartiality and objectivity of both the reviewers and FIBAA in every review procedure.

To guarantee this separation and maintain impartiality, FIBAA stipulates that a quality assurance procedure may not be conducted simultaneously with, or shortly after, a consultancy service. Especially to its activities related to awarding the seal of the Accreditation Council FIBAA establishes the following:

1. FIBAA's involvement in a programme or system accreditation procedure is incompatible with any prior or current activity outside this accreditation procedure that provides consultancy or otherwise supports the development, implementation, or further development of the study programme or the internal quality assurance system at the same higher education institution. This incompatibility also includes organisations that are legally, institutionally, organisationally, financially, or personally connected to FIBAA.
2. The involvement of FIBAA reviewers in a programme or system accreditation procedure is incompatible with any prior or current activity outside this procedure that provides consultancy or otherwise supports the development, implementation, or further development of the study programme or

quality assurance system at the same higher education institution.

As a general rule, accreditation decisions are based on reviews conducted by independent experts. Since the reviewers declare their impartiality in writing, their objectivity is ensured.

When external experts are contracted to provide consultancy services, they also regularly confirm their impartiality, ensuring objectivity and preventing any overlap between consultancy and evaluation.

FIBAA staff who have advised higher education institutions on the development of study programmes will not be involved in corresponding review procedures. Furthermore, FIBAA employees sign a confidentiality agreement regarding their consultancy activities, which applies both inside and outside the organisation. Documents submitted by higher education institutions for consultancy purposes are not accessible to staff involved in evaluations.

FIBAA publications and correspondence with interested parties clearly and unequivocally state that this strict separation is always maintained.

Vienna, 17 January 2017
 Prof. Dr. Gerhard Riemer
 President of the Foundation Council

¹ Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). (2015). Brussels, Belgium.

RECOMMENDATIONS FOR ACTION REGARDING THE IDENTIFIED RISKS



1 STRATEGIC POSITIONING

Market volatility, competitive pressure, political/regulatory uncertainties

- Scenario planning
- Diversification
- Competitive analysis
- Regulatory monitoring
- Localization

2 ACCREDITATION

Demand uncertainty, regulatory changes, technological disruption

- Market studies
- Regulation mapping
- Technology investments
- Pricing strategy
- Communication

3 CERTIFICATION

Product development and market entry barriers, reputational and technology risks

- Agile product management
- Test markets
- Quality assurance
- Technological enablement
- Reputation management

4 SERVICES & ACADEMY

Competition, demand uncertainty, technological lag

- Customer centricity
- Service innovation
- Digital integration
- Employee training
- Cooperations

5 REPUTATION

Communication and networking risks, negative external reporting

- Proactive Communication
- Stakeholder management
- Crisis communication
- Impact analysis
- Partner evaluation

6 CUSTOMER JOURNEY & EXCELLENCE IN ADMINISTRATION

Technological gaps, quality fluctuations, data protection issues

- Customer journey mapping
- Standardization
- IT security
- UX design
- Process optimization

7 COMPETENCIES & RESOURCES

Employee turnover, shortage of skilled workers, internal dissatisfaction

- Employee retention
- Recruitment campaign
- Culture development
- Technology enablement
- Resource planning

8 FINANCE

Market/economic risks, investment risks, compliance

- Financial controlling
- Risk diversification
- Project controlling
- Compliance training
- Emergency plans

ANNEX V – COMPARISON ESG AND ACTIVITIES FIBAA

Activities FIBAA Standard ESG Part 1	<u>FIBAA Programme Accreditation Bachelor and Master</u> valid March 1, 2025	<u>FIBAA Programme Accreditation Doctorate</u> valid March 1, 2025	<u>FIBAA Joint Programme Accreditation</u> valid August 2024
1.1 Policy for quality assurance	5. Quality Assurance 5.1 Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion) 5.2 Instruments of quality assurance	5. Quality assurance 5.1 Quality assurance in terms of contents, processes and research 5.2 Inclusion of quality assurance in a superordinate quality concept 5.3 Evaluation by doctoral students 5.4 Evaluation by supervisors and faculty 5.5 Evaluation by third parties (graduates, and other external stakeholders)	9.1 Quality Assurance in terms of Contents, Processes and Results 9.2 Stakeholder involvement
1.2 Design and approval of programmes	1. Objectives 3. Implementation of the study programme 3.1 Structure and content 4.3. Cooperation and partnership 5.1 Quality assurance and quality development with respect to contents, processes and outcomes 5.2.3 Evaluation by alumni, employers and third parties	1. Objectives 1.1. Objectives of the doctoral programme 3. Implementation 3.1 Structural set-up of the doctoral programme 3.1.2 Scientific supervision 3.1.3 Doctoral degree regulations 3.2 Contents 3.2.1 Logic and conceptual consistency 5.2 Inclusion of quality assurance in a superordinate quality concept 5.3 Evaluation by doctoral students 5.4 Evaluation by supervisors and faculty 5.5 Evaluation by third parties (graduates, and other external stakeholders)	1. Eligibility 1.1 Status 1.2 Joint design and delivery 1.4 Added value 2. Learning outcomes 3. Study programme 5. Learning, teaching and assessment
1.3 Student-centred learning, teaching and assessment	3.1.1 Structure of the study programme 3.1.3 Conceptual coherence of the curriculum 3.1.4 Study and exam regulations 3.1.5 Examination and final thesis 3.2.1 Methods and scientific practice 3.2.2 Integration of theory and practice 3.2.4 International contents 3.2.5 Professional ethics and societal issues 3.3. Teaching and Learning Methodology 3.3.2 Acquisition of future and soft skills 3.4 International environment and mobility opportunities	3.1 Structural set-up of the doctoral programme 3.1.2 Scientific supervision 3.2.3 Multidisciplinary qualifications 3.3 Teaching and learning methodology 4.2 Cooperation and partnerships 4.2.1 Scientific integration of doctoral students 4.2.2 Networking of the scientists 4.2.3 Networking of the doctoral students 4.3 Management support	2. Learning outcomes 3. Study programme 3.1 Curriculum 3.2 Credits 3.3. Workload 5 Teaching, learning and assessment 5.1 Learning and teaching 5.2 Assessment of students 6. Student support and services 9. Quality assurance

<u>FIBAA Institutional Accreditation</u> valid 2020	<u>FIBAA Institutional Accreditation Strategic Management</u> valid 2020	<u>FIBAA Certification of continuing education courses</u> valid March 1, 2025	<u>FIBAA Certification Digital Educaiton</u> valid 2023
I. Mission Statement, HEI's Profile and Strategic Objectives II. Management Structure and Quality Management	I Management I 1. Strategic objectives I 2. Taken measures I 3. Development of processes I 4. Decision-making I 5. Management system I 6 Societal impact I 7. Resources	5.1 Quality assurance and development of course content, processes and outcomes (Asterisk Criterion) 5.2 Instruments of quality assurance	Standard 5 Quality Assurance
III.2 Outline the following areas for the selected programmes and describe the relevant processes of development. III.4 Which processes are used for the quality assessment of studies and teaching? Please describe the relevant procedures (e.g. course evaluations, graduate surveys) and include information on regularity, responsibility, process and students' involvement. How are the results implemented?	III. Teaching and Learning III 2. Study programmes III 3. Internationality III 4. Quality assurance III 5. Resources	1.1 Logic and transparency of course objectives (Asterisk Criterion) 3.1.1 Structure of the course, application of the "European Credit Transfer and Accumulation System" (ECTS) and modularisation (Asterisk Criterion) 3.1.4 Regulations for participation and assessment (Asterisk Criterion) 5.1 Quality assurance and development of course content, processes and outcomes (Asterisk Criterion) 5.2 Instruments of quality assurance	1.1-1.4 (Objectives, Implmenetation, Review, and Future orientation), 4.1 Didactical concept
III.2 Outline the following areas for the selected programmes and describe the relevant processes of development. (Didactical Concept, Examination Concept)	III 2. Study programmes III 4. Quality assurance III 5. Resources	3.1.3 Logic and conceptual coherence of the curriculum (Asterisk Criterion) 3.1.4 Regulations for participation/ assessment (Asterisk Criterion) 3.1.5 Types of Assessment (Asterisk Criterion). 3.2 Training of Competences and Skills 3.3 Teaching and Learning Methodology	2.3 Support, 3.5 Technical support for students, 4.1-4.5 (didactic concept, teaching methods, learning material, forms of exams, academic support for students)

Activities FIBAA Standard ESG Part 1	<u>FIBAA Programme Accreditation Bachelor and Master</u> valid March 1, 2025	<u>FIBAA Programme Accreditation Doctorate</u> valid March 1, 2025	<u>FIBAA Joint Programme Accreditation</u> valid August 2024
1.4 Student admission, progression, recognition and certification	2. Admission 3.Implementation of the study programme 3.1 Structure and content 3.1.4 Study and exam regulations 4.2 Programme management and administrative support 4.4.2 Inclusive and equitable education 4.2.5 Career counselling and placement service	1.4 Inclusive and equitable education 2. Admission 3.1 Structure 3.1.1 Structural set-up of the doctoral programme 4.2.1 Scientific integration of doctoral students 4.2.2 Networking of the scientists 4.2.3 Networking of the doctoral students 4.3 Management support	4. Admission
1.5 Teaching staff	4.1 Teaching staff	4.1 Teaching staff	1.2 Joint design and delivery 7. Resources 7.1. Staff
1.6 Learning resources and student support	4.2 Programme management and administrative support 4.4. Facilities and equipment	4.3 Programme management 4.4 Material resources 4.5.2. Financial support and scholarship programmes	6. Student support and services 7. Resources 7.1 Staff 7.2 Facilities
1.7 Information management	0.1 Development of the study programme 0.2 For re-accreditation (implementation of recommendations) 4.2.3 Public information 5.2 Instruments of quality assurance	0.0 Information on the institution 1.2 Positioning of the doctoral programme on the education market 1.3 Positioning of the doctoral programme in the strategic concept of the higher education institution 4.5.2. Financial support and scholarship programmes	1. Eligibility 1.1 Status 1.2 Joint design and delivery 1.4 Added value 2. Learning outcomes 3. Study programme 5. Learning, teaching and assessment 8. Transparency and documentation 9.2 Stakeholder involvement
1.8 Public information	4.2.3 Public information	0.0 Information on the institution 1.2 Positioning of the doctoral programme on the education market 1.3 Positioning of the doctoral programme in the strategic concept of the higher education institution 4.5.2. Financial support and scholarship programmes	8. Transparency and documentation
1.9 On-going monitoring and periodic review of programmes	1.1. Subject-specific qualifications and employability of students 5.1 Quality assurance and quality development with respect to contents, processes and outcomes	1. Objectives 1.1. Objectives of the doctoral programme 3. Implementation 5.1 Quality Assurance in terms of Contents, Processes and Research (Asterisk Criterion)	9.1 Quality Assurance in terms of Contents, Processes and Results 9.2 Stakeholder involvement
1.10 Cyclical external quality assurance	General information 0.1 Development of the study programme 0.2 For re-accreditation 5.2 Instruments of quality assurance	0.0. Further information on the institution 0.1 Further development of the doctoral programme, statistical data and evaluation results (for accreditation and re-accreditation), implementing recommendations of already completed accreditation (for re-accreditation)	9.2 Stakeholder involvement

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III.2 Outline the following areas for the selected programmes and describe the relevant processes of development. (Admission) V.3 Student services VII 2 Publications /Public	III 4. Quality assurance	2.1 Focus on target group (Asterisk) 2.2 Admission conditions (Asterisk) 2.3 Legal relationship (Asterisk) 3.1.2 Certificate and Certificate Supplement (Asterisk Criterion)	1.1 Objectives, 4.5 Academic support for students, 5 Quality assurance
VI Resources	III 2. Study programmes III 4. Quality assurance III 5. Resources	4.2.2 Process organisation and administrative support for learners and teaching staff (Asterisk Criterion) 4.4.1–4.4.5 (Infrastructure, learning platforms, technical support)	3.1 Teaching and learning platform, 3.5 Technical support for students, 4.3 learning materials, 4.5 Academic support for students, 5 Quality assurance
V. Student Services VI Resources	III 2. Study programmes III 4. Quality assurance III 5. Resources	4.2.2 Process organisation and administrative support for learners and teaching staff (Asterisk Criterion) 4.4.1–4.4.5 (Infrastructure, learning platforms, technical support)	3.1 Teaching and learning platform, 3.5 Technical support for students, 4.3 learning materials, 4.5 Academic support for students, 5 Quality assurance
II.4 Quality Management System II.5 Quality Management Instruments III.4 Quality assurance	II. NETWORKS (in the broadest sense) II 1. Strategic objectives II 2. Partners II 3. effectiveness and efficiency II 4. Resources	4.2.3 Information/transparency (Asterisk Criterion)	2.4 Knowledge management, 3.3 Teaching and learning platform
VII Publication/ Public	V. DYNAMICS V 1. Capacity for change V 2. Development of quality assurance V 3. Measures and affects V 4. Innovation V 5. Stuffing policy V 6. Resources	4.2.3 Information/transparency (Asterisk Criterion) 1.1 Logic and transparency of course objectives (Asterisk Criterion) 1.2 Positioning of the Course	1.2 Implementation of the Strategy
II.4 Quality Management System II.5 Quality Management Instruments III.4 Quality assurance	V. DYNAMICS V 1. Capacity for change V 2. Development of quality assurance V 3. Measures and affects V 4. Innovation V 5. Stuffing policy V 6. Resources	0.2 Statistical Data and evaluation results; development of the course 1.1 Logic and transparency of course objectives (Asterisk Criterion) 5.1 Quality assurance and development of course content, processes and outcomes (Asterisk Criterion)	1.3 Review and measures, 5 Quality assurance
II.4 Quality Management System (in a broadest sense) relevant through reaccreditation	III 4. Quality assurance IV 2. Research activities IV 3. Quality assurance V 3. Measures and affects V 4. Innovation V 5. Stuffing policy	5.1 Quality assurance and development of course content, processes and outcomes (Asterisk Criterion) 5.2.3 External evaluation by alumni, employers and/or other third parties	5.1 Integration into the quality management system, 5.2 Quality assurance of digital teaching, 5.4 Quality assurance of technology