The ESG in Practice: Case Study FIBAA

Professor Dr. Kerstin Fink, Chief Executive Officer (CEO)

The African Standards and Guidelines for Quality Assurance in Practice: Continental challenges and opportunities

HAQAA Follow-Up Workshop to the first HAQAA Training Course Cairo, Egypt

24th April, 2018
AGENDA

I. ESG at a Glance
II. ESG in Practice: The Case of FIBAA
III. Implementation of ESG at FIBAA
PROFESSOR DR. KERSTIN FINK
FIBAA CHIEF EXECUTIVE OFFICER
PROFESSOR OF INFORMATION SYSTEMS

• FIBAA Chief Executive Officer (CEO) since 2017, former Deputy Chair FIBAA Commission for Institutional Procedures and reviewer
• University Professor for Information Systems, School of Management, University of Innsbruck since 2003, acted as Department Head, Dean & PhD Programme Director
• President of the Salzburg University of Applied Sciences 2011-2015, chaired the Salzburg Higher Education Conference
• Research Visits at Stanford, Berkely, University of New Orleans & Tulane University
• PhD and Habilitation in the area of Knowledge Potential Measurement at the University of Innsbruck
• Longstanding experience as chair of quality assurance panels, curriculum commissions, and appeal committees
• Major scientific publications and numerous awards in Knowledge Management & Measurement, Performance Measurement, Business Process Management, and Stakeholder Management
• Recipient of numerous awards for research excellence and high impact
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ESG AT A GLANCE
THE STANDARDS AND GUIDELINES FOR QUALITY ASSURANCE IN THE EUROPEAN HIGHER EDUCATION AREA

Internal Quality Assurance
- 1.1 Policy for Quality Assurance
- 1.2 Design and Approval of Programmes
- 1.3 Student-Centred Learning, Teaching and Assessment
- 1.4 Student Admission, Progression, Recognition and Certification
- 1.5 Teaching Staff
- 1.6 Learning Resources and Student Support
- 1.7 Information Management
- 1.8 Public Information
- 1.9 On-going Monitoring and Periodic Review of Programmes
- 1.10 Cyclical External Quality Assurance

External Quality Assurance
- 2.1 Consideration of Internal Quality Assurance
- 2.2 Designing Methodologies Fit For Purpose
- 2.3 Implementing Processes
- 2.4 Peer-Review Experts
- 2.5 Criteria for Outcomes
- 2.6 Reporting
- 2.7 Complaints and Appeals

Quality Assurance Agency
- 3.1 Activities, Policy and Processes for Quality Assurance
- 3.2 Official Status
- 3.3 Independence
- 3.4 Thematic Analysis
- 3.5 Resources
- 3.6 Internal Quality Assurance and Professional Conduct
- 3.7 Cyclical External Review of Agencies
I. ESG at a Glance
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ESG IN PRACTICE: THE CASE OF FIBAA

- Structure
- Mission & Principles
- General Benefits
- International Orientation
- Product Portfolio
- Recognition
Established in 1994 as a foundation by the employers’ associations and chambers of commerce of Germany, Austria and Switzerland
  – Confederation of German Employers' Associations
  – Association of German Chambers of Commerce and Industry
  – Federation of Austrian Industries
  – Austrian Economic Chambers
  – Economiesuisse

Registered as a foundation in Zurich (Switzerland), Headquarter in Bonn (Germany)

A legally and professionally independent non-profit organisation

Lean management: 1 CEO, 4 division managers, 10 project managers, office

Decision-making committees and pool of experts
FIBAA’S MISSION & ACCREDITATION PRINCIPLES

• **MISSION:**
  – FIBAA stands for employability, international orientation, applicability, customer services, and dialogue with higher education partners
  – FIBAA offers programme-level and institutional accreditation in English and German, fully compliant with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

• **PRINCIPLES**
  – FIBAA has assessment guides for all accreditation procedures
  – Procedures are transparent and individual
  – Continuous Selection and Training of FIBAA experts for accreditation procedures
  – FIBAA is highly customer- and stakeholder-oriented
  – FIBAA continuously reflects on the methodology of its procedures and further improvement

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Two areas of accreditation:

- Accreditation in line with national requirements
- FIBAA Quality Seal
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<th>Region</th>
<th>Recognition Details</th>
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| Europe-wide                         | Listed in the European Quality Assurance Register for Higher Education (EQAR)  
Successfully re-registered in 2017                                                                                                                  |
| Europe-wide                         | Full membership in European Association for Quality Assurance in Higher Education (ENQA)  
Membership successfully renewed in 2017                                                                                                             |
| Germany                              | Accreditation by the German Accreditation Council  
Successfully re-accredited in 2017                                                                                                                     |
| Austria                              | Recognition by the Federal Ministry of Education, Science and Research                                                                                  |
| Switzerland                          | Recognition by the Swiss Accreditation Council                                                                                                         |
| Kazakhstan                           | Recognition by the Ministry of Education and Science of Kazakhstan                                                                                   |
| Netherlands & Flemish Community of Belgium | Recognition by the Nederlands Vlaamse Accreditatie Organisatie (NVAO)                                                                                       |
FIBAA’S INTERNATIONAL ORIENTATION

- FIBAA is offering its nationally recognised accreditation in Germany, Austria, Switzerland, Kazakhstan, and the Netherlands
- FIBAA is offering its Quality Seals worldwide
- Core markets are Europe, Russian-speaking countries, Central Asia, and the Middle East
- To date, FIBAA is conducting procedures in the following countries:
BENEFITS CREATED BY FIBAA

• A partner for excellence in higher education for more than 25 years
• Over 800 successfully completed accreditation procedures
• Business activities, joint projects and partnership agreements in over 50 countries on 4 different continents
• Since 2008 40+ FIBAA Premium Seals have been awarded to degree programmes or institutions for outstanding quality
• Approximately 60+ higher education institutions (HEI) currently under contract, ranging from leading business and law schools to universities of applied sciences, research universities and continuing education providers
• High customer retention rates: approximately 75 per cent choose FIBAA again for subsequent accreditations
• A pool of 700+ experts featuring professors, senior business practitioners and students, who all have strong accreditation expertise in both FIBAA’s core disciplines and quality assurance/enhancement
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IMPLEMENTATION OF ESG AT FIBAA
ESG WITHIN HEI

- All ESG aspects reflected in FIBAA’s assessment guides and accreditation criteria for programme-level and institutional procedures
- Strong emphasis on internal quality standards in institutional procedures where the focus is on HEI’s quality management system
- Beyond accreditation procedures, FIBAA offers workshops and trainings to HEI stakeholders on these very standards
- FIBAA’s procedures and decision-making committees are designed and function according to these standards
- Growing pool of carefully selected and trained experts from academia, business practice, and the student body
- Clear and published set of assessment criteria
- Transparent documentation of all procedures and decisions
ESG WITHIN AGENCY

- FIBAA has translated the ESG into its *assessment procedures*
- FIBAA is an independent non-profit organisation
- **Officially recognised** at European and national levels
- All FIBAA members comply with a rigorous code of conduct
- Fully fledged internal *quality management* which is informed by an analytical approach
- FIBAA perceives itself as a *learning organisation*
Customer surveys have shown that FIBAA’s compliance with ESG was among the top reasons of HEIs from outside the EHEA to choose FIBAA accreditation.

FIBAA’s expert teams, committee members and project managers regularly reflect on specific issues in applying ESG.

FIBAA actively contributes to the promotion, ongoing policy debate and further development of ESG in the European and international arenas.

For FIBAA and its customers, ESG is much more than merely a set of rules.

It is a path-breaking quality concept for accountability and enhancement in HEIs.
The ESG are a common framework for all but there are multiple ways of getting there.

Understanding one’s customer needs and circumstances is quintessential.

In accordance with its mission, FIBAA promotes a flexible and highly customer-oriented approach.

Overarching ESG standards must be compartmentalised into smaller achievable objectives (i.e. assessment criteria).

Agencies themselves have to regularly review their accreditation practices in line with ESG.

Reflection: Different HEIs – different programmes – different challenges

- Large public institutions draw on long traditions in teaching and research, and often have strong international networks as sources of academic quality.
- However, their decision-making processes can be complex and slow with insufficient diffusion into autonomous decentralised units.
- Student-centred learning is more established in HEIs with a strong focus on teaching and applicability.
- Newer and especially private institutions take more top-down decisions and have more affinity with management concepts adopted from business (e.g. quality management or management by indicators).
Thank you for your attention!

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APPENDIX: PRODUCT PORTFOLIO
PROGRAMME ACCREDITATION

• An internationally recognised quality seal for your study programmes
• Extensive and elaborated assessment reports, which highlight the strengths of the accredited study programmes and identify potential for their further development
• An outstanding expertise in the assessment of study programmes
• A special focus on internationality, employability, practical business relevance and service orientation
• A service oriented, efficient and flexible procedure (4-6 months)
• A detailed review on the institution in all its entirety.
• Assessment of the following criteria:
  – Mission and Profile of the HEI
  – Governance and Quality Management
  – Teaching and Studies
  – Research
  – Support Processes
  – Resources
  – Publication
• In line with usual international benchmarks that allow to determine the institution’s own quality beyond national scopes.
• Particularly relevant for internationally orientated HEI.
FIBAA offers certification of continuing education courses

- to HEIs or providers of continuing education,
- for continuing education courses at academic level, which do not lead to an academic degree
FIBAA offers the following **consulting services** to HEI:

- Individual consulting services
- Workshops and seminars
- Working papers and information material
- Evaluation procedures
- Studies and projects