

FIBAA

Foundation for International Business Administration Accreditation

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

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

AGENDA



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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

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ESG IN PRACTICE: THE CASE OF FIBAA



FIBAA'S ORGANISATIONAL STRUCTURE

- 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

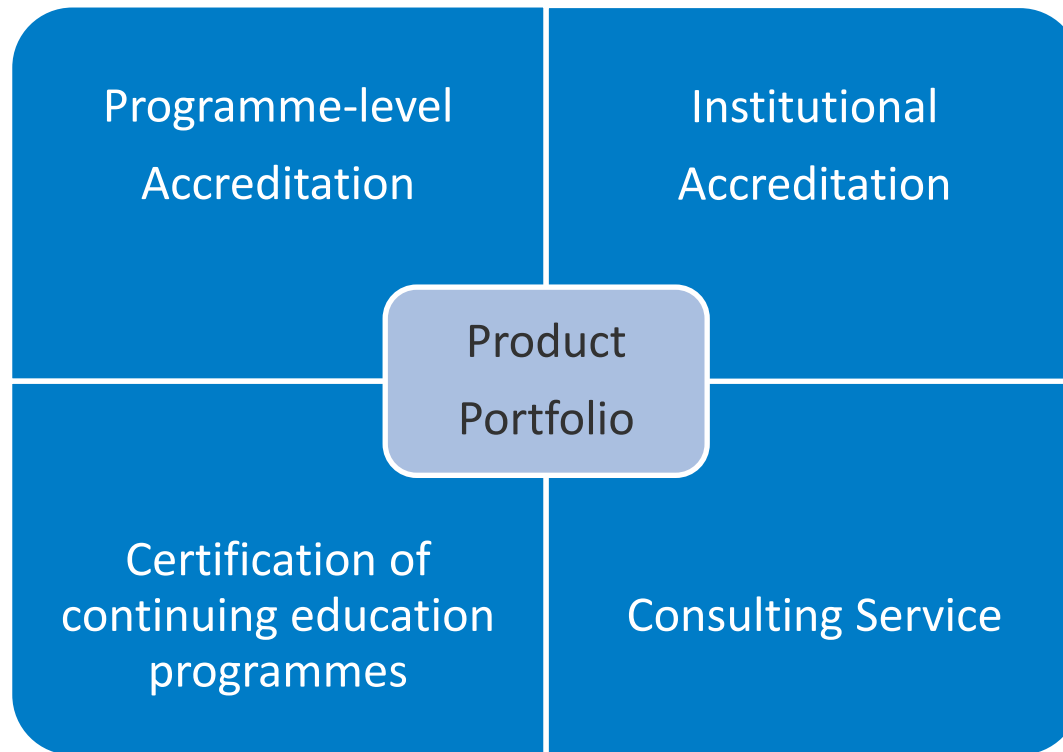
- **MISSION:**

- 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

FIBAA'S PRODUCT PORTFOLIO



- Two areas of accreditation:
 - **Accreditation in line with national requirements**
 - **FIBAA Quality Seal**

FIBAA'S INTERNATIONAL RECOGNITION

	<p>Europe-wide – Listed in the European Quality Assurance Register for Higher Education (EQAR) Successfully re-registered in 2017</p>
	<p>Europe-wide – Full membership in European Association for Quality Assurance in Higher Education (ENQA) Membership successfully renewed in 2017</p>
	<p>Germany – Accreditation by the German Accreditation Council Successfully re-accredited in 2017</p>
	<p>Austria– Recognition by the Federal Ministry of Education, Science and Research</p>
	<p>Switzerland – Recognition by the Swiss Accreditation Council</p>
	<p>Kazakhstan – Recognition by the Ministry of Education and Science of Kazakhstan</p>
	<p>Netherlands & Flemish Community of Belgium – Recognition by the Netherlands Vlaamse Accreditatie Organisatie (NVAO)</p>

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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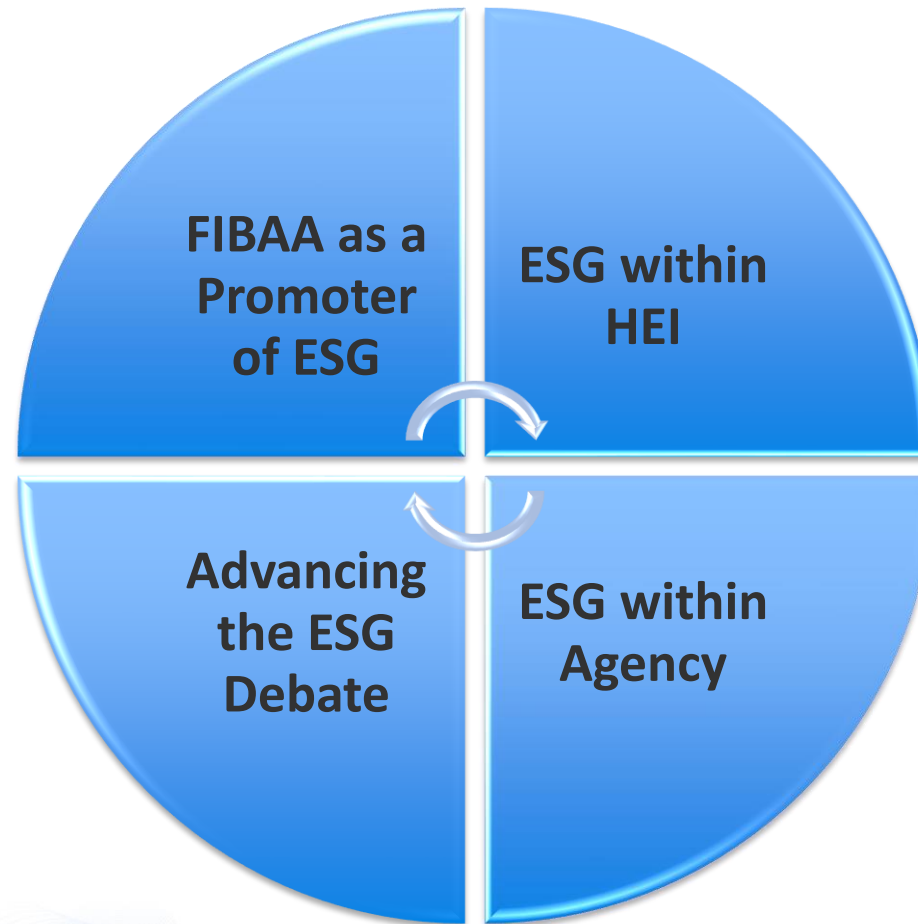
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IMPLEMENTATION OF ESG AT FIBAA



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**

ADVANCING THE ESG DEBATE

- 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

FIBAA AS A PROMOTER OF ESG

- ✓ 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)

APPENDIX: PRODUCT PORTFOLIO

INSTITUTIONAL ACCREDITATION



- A detailed review on the institution in all i
- 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.

APPENDIX: PRODUCT PORTFOLIO CERTIFICATION



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



APPENDIX: PRODUCT PORTFOLIO

CONSULTING SERVICES



FIBAA offers the following **consulting services** to HEI:

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

