

AQ AUSTRIA
Agentur für Qualitätssicherung und Akkreditierung

AQ AUSTRIA ANNUAL CONFERENCE 2026

INTERNATIONAL COOPERATIONS & QUALITY IN HIGHER EDUCATION

Conference Documentation
13th AQ Austria Annual Conference
September 22 – 23, 2026

www.aq.ac.at

Conference Topic

International cooperations & quality in higher education

With more than 60 European higher education alliances, an increasing number of joint programs and transnational study and research initiatives, and expanding mobility opportunities, internationalization has become a lived reality in Austrian higher education.



Yet, integrating cooperation models into existing structures remains challenging – between partners and within national legal frameworks alike. Furthermore, international collaborations are expected to deliver tangible impact for students, teaching staff and researchers, which requires both strategic, and operational embedding.



AQ Austria's annual conference therefore focused on how quality assurance can proactively foster sustainable, high-quality international cooperations and help shape a future-proof European Higher Education Area. Taking an impact-oriented view, the conference examined these issues through multi-level, multi-stakeholder and cross-sectoral perspectives.



Conference Moderation:
Agnes Witzani, Head of Analyses and Quality Enhancement, AQ Austria

→ *Link to conference website*
→ *Download: presentation of all sessions in the plenary hall*

Program

Tuesday, September 22

13:30 – 17:00	**RPL in practice:** Implementing recognition of non-formal and informal learning at higher education institutions
13:30 – 17:00	**Understanding and shaping quality:** AQ Austria's services and approaches

Wednesday, September 23

10:00 – 10:15	**Opening remarks**
10:15 – 10:30	**Spotlight:** The importance of international collaboration for quality in Austrian higher education
10:30 – 10:40	**Pulse check:** From buzzwords to practice
10:40 – 11:20	**Keynote:** Sustainable collaboration in higher education: What is the added value of quality assurance?
11:30 – 12:30	Sessions & Workshops – Five sessions taking place simultaneously **Session 1:** The European Approach: Tools, processes & lessons learned **Session 2:** Governance und Qualitätssicherung in Joint Programmes *(german)* **Session 3:** Spannungsfelder und Herausforderungen internationaler Kooperationen *(german)* **Session 4:** Mobilität als Motor von Qualitätsentwicklung *(german)* **Session 5:** Enhancing teaching quality through international cooperation
13:30 – 14:30	Sessions & Workshops – Five sessions taking place simultaneously **Session 6:** Internationalisierung von Curricula *(german)* **Session 7:** Inclusive internationalization through transcultural communication **Session 8**: Mehrwert und Impact internationaler Kooperationen / The added value and impact of international partnerships *(german / english)* **Session 9:** Monitoring and assessment of international collaboration **Session 10:** Impact of international networks on higher education quality
15:00 – 15:15	**Spotlight**: Impact and key challenges in international cooperation
15:15 – 16:15	**Discussion between the audience and experts** *(german)*
16:15 - 16:30	**In a nutshell:** Reflection & Outlook

Highlights


13. AQ Austria Jahrestagung
Internationale Kooperationen und hochschulische Qualität
13th Annual Conference of AQ Austria
International Cooperation and Quality in Higher Education




AQ AUSTRIA
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Notizen

















Pre-conference workshop

RPL in practice: Implementing recognition of non-formal and informal learning at higher education institutions



The workshop *RPL in Practice: Implementing recognition of non-formal and informal learning at higher education institutions* focused on the practical implementation of Recognition of Prior Learning (RPL) at higher education institutions.



In brief presentations, experts from the RPL Network Austria provided insights into key aspects such as the implementation of quality-assured procedures, the establishment of appropriate structures, and the digitization of the process at higher education institutions. Practical examples from the network illustrated various implementation approaches and served as the basis for a cross-sectoral exchange.

In addition, participants explored the strategic importance of RPL and the development of an RPL-friendly culture. A shared vision for the future of RPL at higher education institutions was established: learning outcomes will be assessed based on transparent procedures regardless of the learning path; recognition processes will be designed to be simple and transparent and governed by clear lines of responsibility; and RPL will be understood as a natural component of flexible lifelong learning. In this context, RPL is viewed as an opportunity for the further development of both students and the institution.





Pre-conference workshop

Understanding and shaping quality: AQ Austria's services and approaches



The workshop provided a thorough insight into AQ Austria's diverse areas of activity and services. In addition, it offered valuable food for thought that sheds light on the topic of quality assurance and development from various perspectives.

For example, participants discussed the tension between institutional autonomy and external quality assurance and reflected on the challenges involved in implementing international standards.

At the conclusion of the workshop, they exchanged views on current developments and trends. The discussion focused in particular on how higher education institutions can strategically shape quality development over the next five years, and what role external quality assurance measures can play in this process.

Conference atmosphere

























Opening remarks

→ *Watch the video message from Eva-Maria Holzleitner, Federal Minister for Women, Science, and Research*



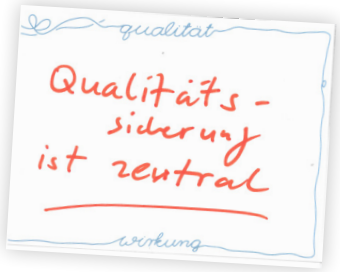
Hannes Raffaseder
Executive Director of the
University of Applied Sciences
St. Pölten



Hannes Raffaseder welcomed by emphasizing that, in order to meet the challenges of our time, not only is a "Local Pulse" required – fostering trans-institutional, participatory and societal interaction – but also a global mindset, seeking, sensing and contributing to "Global Waves."
Quality assurance is of central importance in this context, as it formalizes shared values such as "Europeanness" – an attitude going beyond student and staff mobility, implementing Joint Degrees, building University Alliances or engaging in European Research and Innovation Hubs.

→ *Recording*









Eva Werner
President of
AQ Austria



Eva Werner highlighted three core ideas on the role of quality assurance, concerning international cooperation, trust and quality.
First, quality assurance should focus on purpose and impact, instead of formal compliance, asking why institutions cooperate and what difference it makes. Second, quality assurance must use the tools of shared principles, reliable processes and mutual accountability to build trust. Third, quality assurance should strengthen institutional resilience and shared responsibility amid geopolitical tensions, technological disruption and limited resources. A future-proof European higher education area depends on institutions treating quality, trust and responsibility as a shared European endeavour.

→ *Recording*



Spotlight

The importance of international collaboration for quality in Austrian higher education

Elmar Pichl
Section Chief, Federal Ministry for Women, Science, and Research

→ *Presentation*
→ *Recording*



Elmar Pichl observed that the "great questions in science" can only be resolved through international collaboration – quality assurance, too, needs to exceed national borders to live up to its promise. Pichl argues for adopting a transnational perspective in quality assurance by highlighting the logic of location: Without international connectivity, Austria loses its appeal. Moreover, academic diplomacy positions Austria as a reliable partner. Last but not least, cross-border comparison challenges one's own standards, whereas a purely national system is at risk to become self-confirming. Consequently, international cooperation is the central mechanism that makes quality comparable and ensures effective quality assurance.



From buzzwords to practice

→ *Buzzword slide*



Which term resonates with you, and how does it relate to your work?











Keynote

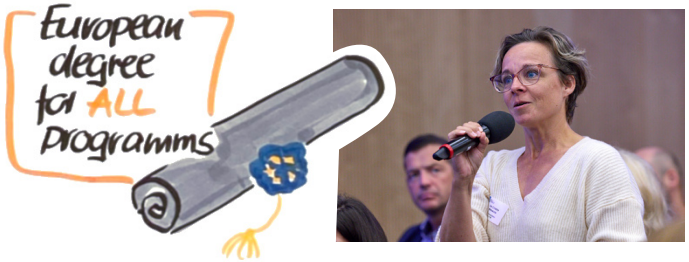
Quality assurance of collaborations – what contribution can quality assurance make to sustainable collaborations?

Bjørn Stensaker EQAR President, University of Oslo

→ *Recording: Part 1 | Part 2*

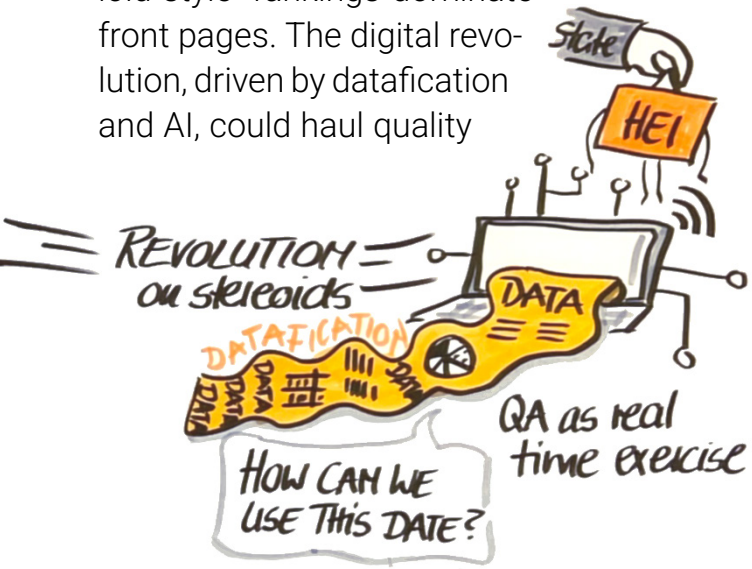
→ *Presentation*





Bjørn Stensaker pinpointed that higher education is facing a *perfect storm:* geopolitical regionalization, securitization, demographic consolidation, tighter state steering and technological disruption. Quality assurance therefore must shift towards a proactive attitude.

Trust is the central pillar of quality assurance, yet it has a communication problem: solid evidence is hidden in reports, while "tabloid style" rankings dominate front pages. The digital revolution, driven by datafication and AI, could haul quality assurance from retrospective compliance to real-time dashboards, predictive analysis, and better use of the vast report database of the European Quality Assurance Register for Higher Education (EQAR).



Stensaker identified the mutual recognition of European higher education institutions and degrees as both the most important unsolved challenge, and well as the main goal of European higher education. A breakthrough requires collaboration across national authorities, university leadership, professors and staff. In this regard, European University Alliances can serve as living labs, finding feasible pathways to solve the recognition issue. Therefore, quality assurance should actively support academics in building European University Alliances.

Amidst the context of the perfect storm, cooperation and evidence-based communication are essential: Ultimately, quality assurance must demonstrate the added value of higher education.



Session 1

The European Approach: Tools, processes & lessons learned

Moderation: Antonia Hofstätter, AQ Austria

Beate Treml OeAD

Joint Programmes as a driver for European Higher Education Area tools and commitments?

Analysing reports of programme reviews using the European Approach, Treml examined recurring challenges faced by joint programmes in relation to EHEA tools and internal quality assurance.



→ *Presentation*
→ *Recording*



→ *Presentation*
→ *Recording*

Giuliana Sabbatini &
Leopold Kögler-Vencour, USTP

European Approach and European Degree Label – Lessons learned, work in progress and reflection in the context of the European University E3UDRES2

Sabbatini and Kögler-Vencour shared insights from unexpectedly complex procedures, preliminary adaptation at USTP and reflected on the needs for internal quality assurance inferred from these learnings.

Session 3 (german)

Spannungsfelder und Herausforderungen internationaler Kooperationen

Moderation: Bettina Ortner, AQ Austria

Evamaria Schlattau &
Andreas Breinbauer FH des BFI Wien

Gemeinsame europäische Studienprogramme – ein Orientierungslauf ohne Karte und Kompass?

Drawing on their experience as Austria's first UAS to implement a European Approach Joint Degree program, Schlattau and Breinbauer offered recommendations regarding accreditation, study architectures and financing.



→ *Presentation*
→ *Recording*



→ *Presentation*
→ *Recording*

Günter Berger FH Salzburg

European Master in Wood and Circular Economy – Ein Katalysator für Hochschultransformation und europäische Integration

To address declining enrolments, a virtual Erasmus semester, spanning four countries and nine institutions, was established. Berger discussed its design, implementation hurdles, cooperation contracts, administration and European EQS accreditation, positioning it as a role model.

Session 2: Workshop (german)

Governance und Qualitätssicherung in Joint Programmes

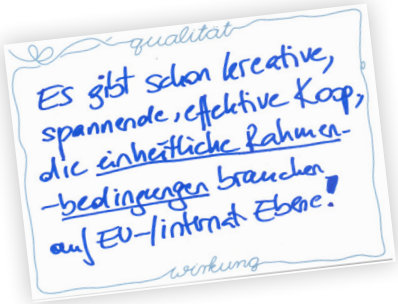
Moderation: Vera Ulmer, AQ Austria

→ *Presentation*
→ *Recording*

Attila Pausits
Universität für Weiterbildung Krems

Wenn Jointness auf Realität trifft. Governance und Qualitätssicherung in internationalen Studienprogrammen





Discussing the Erasmus Mundus MARIHE program, workshop participants identified key action fields for shared programme responsibility: Developing a joint quality understanding and minimum standards; clarifying goals, responsibilities and science-administration collaboration; consciously developing the consortium through communication, platforms and onboarding; ensuring long-term sustainability, value, resources and funding as a kickstart; and collectively addressing systemic hurdles such as residence and employment law. Overall, joint programs require reliable structures, shared goals and continuous stakeholder involvement.









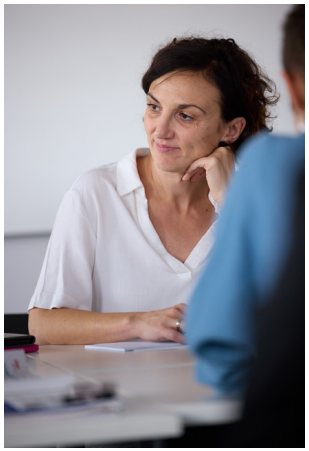


Session 4: Workshop (german)

Mobilität als Motor von Qualitätsentwicklung

Moderation: Marlis Hamminger, AQ Austria





Anita Konrad & **Barbara Saxer** PH Tirol

Von der Mobilität zur Qualitätsentwicklung Erasmus+ als Praxisfeld institutioneller Evaluation und institutioneller Lernprozesse

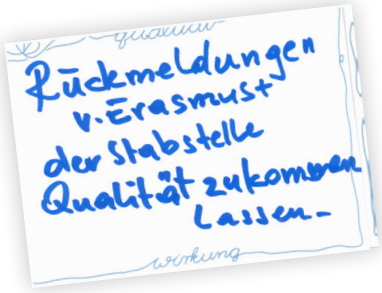


The workshop addressed and quality assurance in international cooperation can move beyond program-related feedback into institutional learning and development. Using Erasmus+ mobility at PH Tirol as a starting point, speakers noted that mandatory feedback elements only partly feed institutional learning, alongside additional formats like mobility reports and staff discussions. The workshop discussed how feedback can serve quality development, institutional learning and strategic internationalization, offered transferable evaluation formats, highlighted challenges linking Erasmus+ feedback with university quality management, and exploreed connecting evaluation methods to institutional quality management.





→ *Presentation*
→ *Recording*







Session 5

Enhancing teaching quality through international cooperation

Moderation: Barbara Schinwald, AQ Austria

Elisabeth Froschauer-Neuhauser & **Nina Thiel** FH Technikum Wien

From Inspiration to Transformation: How International Exchange Reinvents Teaching Quality

FHTW's long-term partnership with Fontys ICT is based on structured staff exchange. Froschauer-Neuhauser & Thiel illustrated how integrating challenge-based learning, combining benchmarking with internal reflection, significantly enhances overall quality.



→ *Presentation*
→ *Recording*

Diana Gross Private PH Augustinum

International collaboration @ home with eTwinning

Analysing statements from eTwinning Ambassadors across 24 countries, Gross's study found that virtual exchanges strengthen teachers' and learners' linguistic, digital and future-oriented skills, including creativity. Yet, institution's sustainable internationalization depends on personal commitment and perceived added value.



→ *Presentation*
→ *Recording*

Session 7

Inclusive internationalization through transcultural communication

Moderation: Magdalena Thur, AQ Austria



→ *Recording*

Eberhard Raithelhuber
Bertha von Suttner Privatuniversität

The Power of Continuous Challenge: How a Summer School Shapes International, Inclusive, and Innovative Higher Education

The summer school serves as an experimental space for inclusive internationalization, decolonial perspectives, intergenerational learning and community engagement. Raithelhuber offered transferable principles to link internationalization, inclusion and innovation in higher education.

Elena Revyakina PH Wien

The Erasmus+ Teacher Academy Project on Teaching Sustainability (TAP-TS): A study in partnership, trust, and collective learning



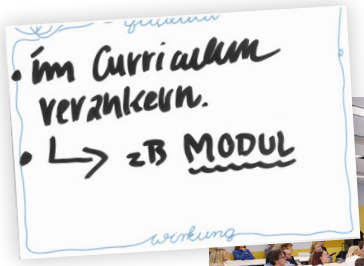
The TAP-TS consortium spans seven European countries and diverse sectors, including academic, educational, civic and economic players. Revyakina introduced dimensions of added values, as well as strategies for deepening unity and trust across sectoral boundaries.

→ *Presentation*
→ *Recording*

Session 6: Workshop (german)

Internationalisierung von Curricula

Moderation: Jürgen Petersen, AQ Austria





Stephan De Pasqualin BMFWF
Julia Warmuth OeAD
Lukas Hefner WU Wien

Internationale und interkulturelle Kompetenzen für alle durch Internationalization of the Curriculum

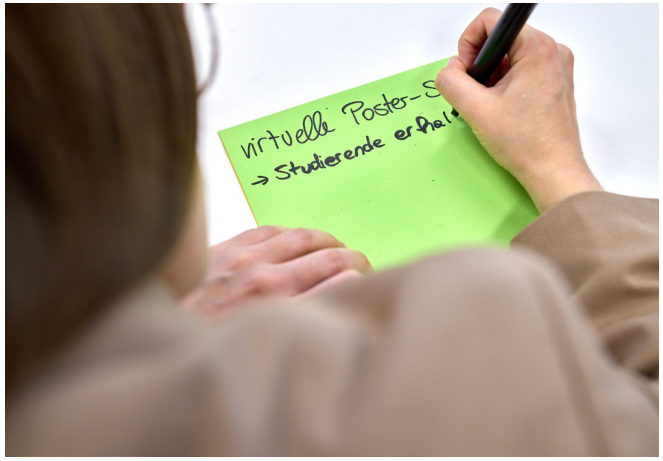
Internationalization of the Curriculum integrates global, international and intercultural dimensions into higher education goals, shaping not only its content, but the entire teaching and learning environment. While curricula enabling mobility formats are already established, embedding international content and intercultural competences



in teaching for non-mobile students remains nascent.

The workshop examined the concept's foundations, showed a structured implementation example of an Austrian university, and used small-group discussions to explore internationalizing study programmes where international content links are not immediately obvious.

→ *Presentation*
→ *Recording*









Session 8

Mehrwert und Impact internationaler Kooperationen / The added value and impact of international partnerships

Moderation: Caroline Bischof, AQ Austria



Katalin Szondy FH Wien der WKW

Fachhochschulen in European University Alliances: Profilgewinn oder Zielgruppenverlust?

Questioning whether participation in European University Alliances threatens the regional mission of Austrian UAS, Szondy highlighted tensions between EU project logics, administrative complexity and existing structures, arguing internationalization must be stakeholder-oriented to sustain regional anchoring.

→ *Presentation*
→ *Recording*

Zsuzsanna Zarka 3s

'What's in it for me?': European examples for internationalizing university-industry partnerships



→ *Presentation*
→ *Recording*

EU policies like the Union of Skills and European Universities Alliances link internationalization with university-industry partnerships. Zarka's presentation examined cross-border, industry-driven structures such as Pact for Skills Large-Scale Partnerships, exploring how these multi-stakeholder communities support skills development and what differences in approaches mean for universities.

Session 10

Impact of international networks on higher education quality

Moderation: Ulrike Najar, AQ Austria



Peter Lieberzeit University of Vienna
Josef Strobl University of Salzburg

Opportunities of international networking: Insights into the practice of ASEA-UNINET and EURASIA-PACIFIC-UNINET

→ *Presentation Lieberzeit*
→ *Recording Lieberzeit*
→ *Presentation Strobl*
→ *Recording Strobl*

Advocating for science diplomacy, the Eurasia-Pacific Uninet acts as a platform for delegation meetings, R&D agreements and international dialogue. Lieberzeit & Strobl presented how the platform is utilized to bridge foreign policy and research, thereby addressing global challenges like climate change and public health.

Nan Travers Prior Learning Assessment Inside Out (PLAIO), USA
Susan Forseille Thompson Rivers University, Canada

International collaborations and recognition networks (online)



→ *Presentation*
→ *Recording*

International networking regarding prior learning assessment and recognition enhances development towards coherent, scalable, and learner-centred recognition. Travers & Forseille presented an iterative feedback loop of shared practices, making recognition more transparent, portable, equitable and socially transformative.

Session 9: Workshop

Monitoring and assessment of international collaboration

Moderation: Maria E. Weber, AQ Austria



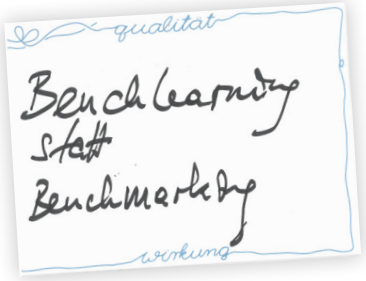
Alexandra Laschkolnig &
Edita Struplova USTP

From Reflection to Simulation: Experiencing Regional Engagement Assessment in Practice





Within E³UDRES², the Regional Engagement Assessment (REA) was developed and piloted by USTP as a structured self-assessment tool, covering four dimensions: regional strategies, education and lifelong learning, applied research and innovation, and civic/community engagement.



During the interactive workshop, Laschkolnig & Struplova shared first insights from USTP and its partners, addresses challenges such as systematically capturing impact and cross-institutional integration.



They also demonstrated a participatory stakeholder format („critical friend reviews“), transferable to strategy development, quality management, and universities’ third mission activities.



→ *Presentation*
→ *Recording*

Take-aways

Was nehmen Sie mit zu Qualität & Wirkung internationaler Kooperationen?





Spotlight

Impact and key challenges in international cooperation (german)

Jakob Calice Managing Director of the OeAd – Agency for Education and Internationalization

→ *Recording*

Jakob Calice noted that, in light of geopolitical tensions and tight budgets, internationalization is challenged to demonstrate its added value. The Erasmus program illustrates just how diverse its impact can be: 27 percent of participants find their future partners through the program, and as early as 2014, 1 million “Erasmus babies” had already been born. Such success stories make internationalization relatable and relevant to broader society. Meanwhile, Austria’s National Mobility and Internationalisation Strategy for Higher Education (→*HMIS2030*) delegates the responsibility for its implementation to the institutions themselves. Therefore, impact models are needed, linking institution’s strategic goals to specific activities and outcomes. Thus, quality assurance should be an integral part of the next generation of strategies so that the HMIS2030 can unfold its intended impact.





Discussion between the audience and experts

Moderation: Micha Teuscher, Vice president of AQ Austria

→ *Recording: Part 1 | Part 2*



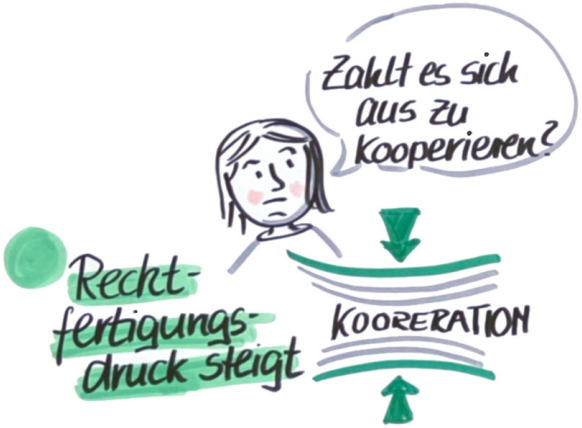
Angelina Kratschanova
Director of the International Office, Academy of Fine Arts

Elisa Kreuzeder
EULiST (European Universities Linking Society and Technology) Student Board Alumni

Gerd Christian Krizek
Head of Study Portfolio & Student Affairs, IT:U (Interdisciplinary Transformation University Austria)

Hannes Raffaseder
Executive Director of the University of Applied Sciences St. Pölten

Moderated by Micha Teuscher, the panel conversation between the audience and experts addressed and discussed the premises which were highlighted by Jakob Calice earlier: the pressure to justify international higher education collaborations, its organizational anchoring, and its impact assessment.

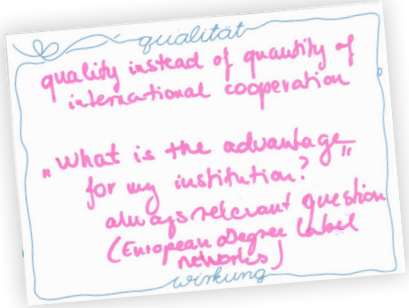




Elisa Kreuzeder emphasized the urgency of intercultural competencies in light of demographic change, which calls for younger generations to engage in increasingly international work environments. Students also wonder about the rationale behind some of their university's internationalization activities, such as certain partnerships. Internal and external quality assurance should therefore draw on student feedback.



Hannes Raffaseder confirmed the felt pressure to justify internationalization activities, concluding that universities must exercise their freedoms responsibly. He advocated for strategically embedding internationalization, integrating international competencies into curricula, and prioritizing the implementation of the European Degrees.





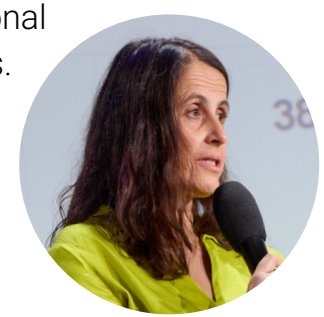
Discussion between the audience and experts

Moderation: Micha Teuscher, Vice President of AQ Austria



Gerd Christian Krizek also sees internationalization under pressure, but expressed commitment for Europe as a peace project, whose impact extends beyond what is measurable. He argued that the pressure to justify internationalization can, in fact, be addressed through quality assurance, if effectively communicated. At the organizational level, internationalization, recognition processes and quality assurance should and can be more closely integrated.

Angelina Kratschanova identified an important distinction between accountability and justification: Universities must be accountable to society, but they should not need to justify their international cooperation activities. When asked about how to effectively embed internationalization at the organizational level



of higher education institutions, Kratschanova outlined a participatory SMART strategy. Yet, even despite this attempt at operationalizing the impact of internationalization, many effects may still remain unmeasurable.



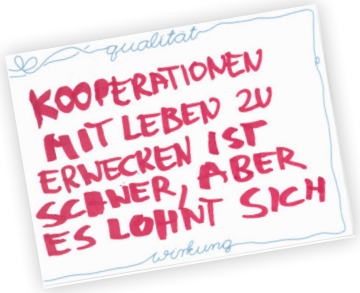
Participants from the audience contributed two hands-on examples of sustainable, yet time-delayed effects: Erasmus alumni from teacher training colleges later advocated for Erasmus schools themselves; and exchange students from Ghana later developed close business ties with their former fellow students in Germany.





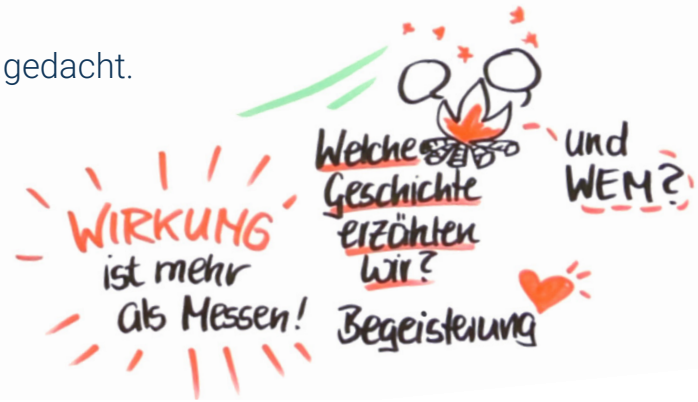
Micha Teuscher summarized: The impact of internationalization often extends beyond the higher education sector and can frequently be conveyed only indirectly – for example, through narratives, case studies, and/or adjacent performance indicators.





In a nutshell – Reflection & Outlook

Jürgen Petersen Managing Director of AQ Austria
Frances Blüml Expert in Visualization and Visual Facilitation, visuell.gedacht.

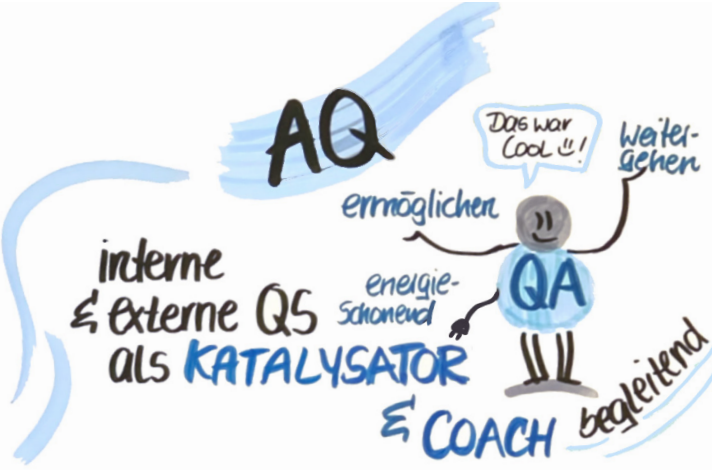




→ *Recording*

Recapitulating, Jürgen Petersen focused on the interplay between international cooperation and academic quality: Based on the diverse perspectives discussed throughout the conference, he concluded that not only is quality assurance a prerequisite for success in internationalization efforts, but also – conversely – it is only through international integration that quality assurance processes achieve legitimacy. Thus, internationalization and quality assurance are in a reciprocal causal relationship. In this regard, Petersen compared the special role of external quality assurance to that of a catalyst: It enables and accelerates this fruitful interaction. In this context, AQ Austria can be understood as a coach that supports internal quality assurance and the management of a higher education institution, for example, with regard to the European Approach and the European Degree Label, as well as in the context of institutional evaluations.







Graphic recorder Frances Blüml outlined the arc of the conference: The impact of internationalization arises in the process-oriented, elusive space “in-between”. Yet, it is precisely this space that can be shaped by all participants. Therefore, what matters most is to choose which story to tell, to whom, how, and with what. Quality only functions in relation to the systems it is embedded within. Quality assurance weaves multiple threads together and thereby influences outcomes, including unintended ones. Trusted quality and shared responsibility go hand in hand.

Speakers‘ statements

... wenn Partnerschaften SINN STIFTEN und WIRKUNG ENTFALTEN.

... wenn wir nicht nur BESTEHENDE Standards ERFÜLLEN, sondern auch GEMEINSAM neue MAßSTÄBE für eine sich verändernde Welt entwickeln.

... wenn TRANSFORMATION unterschiedliche PERSPEKTIVEN mitdenkt.

... wenn NATIONALE EGOISMEN und BÜROKRATISCHE HÜRDEN kleiner werden.

QUALITÄT entsteht ...

... wenn alle dasselbe ZIEL vor Augen haben, GUTE ARBEIT zum Anspruch wird & STUDIERENDENFEEDBACK berücksichtigt wird.

... wenn aus INSPIRATION Reflexion und aus REFLEXION VERÄNDERUNG wird.

... wenn Menschen mit UNTERSCHIEDLICHEN Perspektiven & Erfahrungen GEMEINSAM an einem Ziel ARBEITEN, das für alle MEHRWERT schafft [...].

... wenn klare GEMEINSAME ZIELE, VERTRAUENSVOLLE LERNRÄUME & KONTINUIERLICHE REFLEXION zusammenwirken.

... durch [...] dauerhaft verankerte VERÄNDERUNGEN in professionellen IDENTITÄTEN & institutionellen KULTUREN.

... durch VERÄNDERUNG: In der Art wie Hochschulen Arbeiten oder welche FÄHIGKEITEN STUDIERENDE entwickeln.

... durch VERÄNDERUNGEN in unserem DENKEN & FÜHLEN. Jede NACHHALTIGE GESTALTUNG beginnt mit einer HALTUNG aus der

* ENTSCHEIDUNGEN,
* HANDLUNGEN &
* INNOVATIONEN erst entstehen.

WIRKUNG wird sichtbar...

... durch KOOPERATIVE, für alle Seiten vorteilhafte PARTNERSCHAFTEN, die sich im Laufe der Zeit VERTIEFEN.

... durch die VERÄNDERUNGEN, die wir durch Bildung, Forschung, intern. Zusammenarbeit ERMÖGLICHEN und durch unseren Beitrag zu einer

* NACHHALTIGEN,
* DEMOKRATISCHEN &
* ZUKUNFTSFÄHIGEN GESELLSCHAFT.

... durch IDEEN, die ihren Weg in LEHRE, CURRICULA & QUALITÄTSSICHERUNG finden.

... wenn INTERNATIONALE TALENTE mit NACHHALTIGEM MINDSET die Zukunft der (Holz)Wirtschaft gestalten.

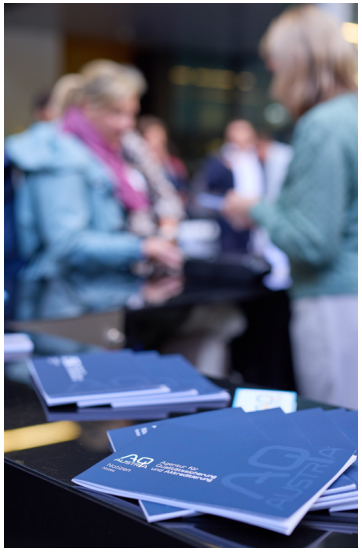
Informal wrap-up





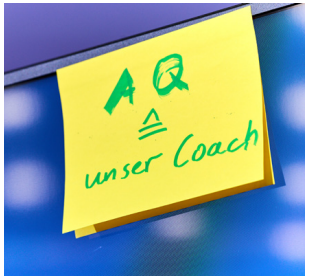














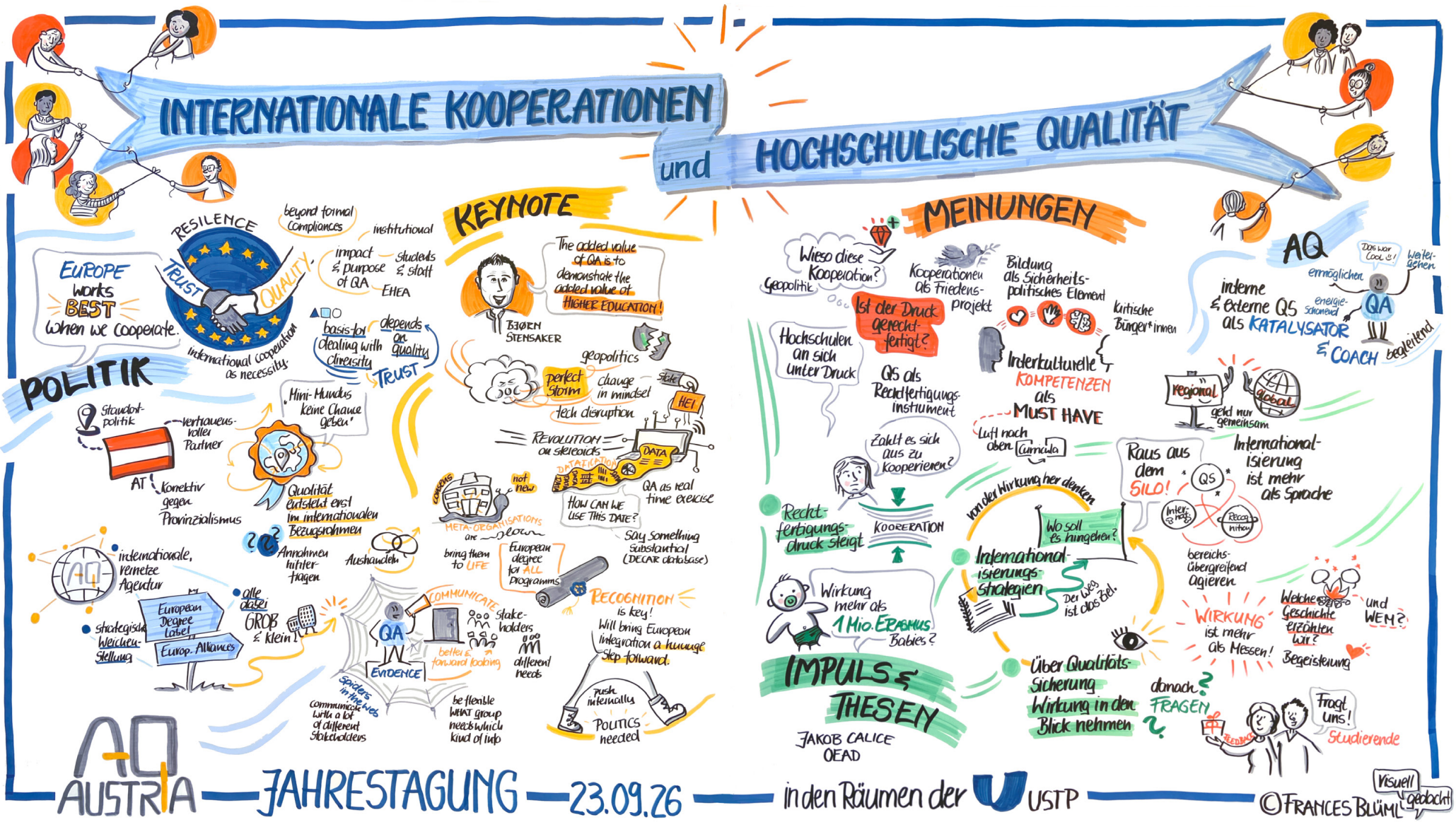
qualität
Beziehungsarbeit
gemeinsames Wording
VERTRAUEN
wirkung

qualität
MUTIG
BLEIBEN
ODER
WERDEN.
wirkung

qualität
Invest not in
projects but in
relationships !
(gemeinsame Erlebnisse verbinden)
wirkung

qualität
DIE QUALITÄT
LEBT DURCH
DIE AKTEURE
wirkung

Graphic Recording



Credits Graphic Recording: Frances Blüml, Visualisierungsexpertin und Visual Facilitator, visuell.gedacht.

Take-away pinboard



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+43(0)664/78042262 | +43(0)677/61495429
office@aq.ac.at
www.aq.ac.at

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Editors

Agnes Witzani, Ulrike Najar, Caroline Bischof, Magdalena Thur
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