

Pursuant to Article 24 paragraph 1 indent 15 of the Statute of University "Mediterranean", on proposal put forward by Rector of the University, and following the procedure for developing the strategy for quality assurance and enhancement at the VII session held on 13 February, 2008, the Management Board of the University "Mediterranean" hereby adopted

STRATEGY FOR QUALITY ASSURANCE AND ENHANCEMENT

I INTRODUCTION

The strategy for quality assurance and enhancement is a strategic document drawn up to assure, monitor, improve and develop the quality of the study programmes, scientific and research activities as well as the quality of higher education in general at the University "Mediterranean" and its organisational Units. University "Mediterranean" has been unequivocally determined to improve the quality of the studies in a systematic and organised manner so as to be modern, flexible, competitive and efficient institution with the comparable programmes. In accordance with Bologna Declaration, there has been a continuous quality enhancement of all the activities pursued by the University: of the instruction, the grading system based on European Credits Transfer System (ECTS), the scientific and research activities, undergraduate, postgraduate specialist and master studies, doctoral studies, the system for quality assessment and evaluation of the instruction performed by the students, textbooks and reference books quality, publishing activities, equipment, teaching staff recruitment procedures, non-teaching support, management and life-long learning. The strategy sets out the fundamental priorities of higher education regarding quality assurance and enhancement and provides the methods of how they should be accomplished. This is a document for permanent use which shall be periodically reviewed, altered and amended, and it shall lay the foundation for designing the plans of action regarding the quality assurance and enhancement (on a short-term, midterm, long-term basis).

University "Mediterranean" continuously and thoroughly takes deliberate steps and measures to raise the quality level. The progression of this process can be perceived through continuous improvement of its organisational constituents and therefore, the Operations Team for Self-Evaluation (hereinafter "Operations Team") has been established at the University "Mediterranean" with the aim to improve the quality of all the activities executed at the University and its organisational Units. The quality assurance and enhancement system lies with and is represented by the adequate organisational structure of the Operations Team for Self-Evaluation that has defined all the tasks and measures to be taken. The Operations Team has been given the task of drawing up the codes of practice and other documents, which would regulate the system of quality assurance and enhancement and afterwards, the team would work on their further improvements and/or amendments if necessary.

II BASIC PRINCIPLES GOVERNING THE OPERATIONS OF THE TEAM FOR SELF-EVALUATION

The basic principles are as follows:

- The Operations Team builds the quality culture in all aspects of the University and its organisational Units' practice;
- The Operations Team does not supervise, but develops the institutional mechanisms which shall secure the continuous improvements to the system;
- The Operations Team adopts the annual and long-term plan of activities;
- The Operations Team draws up the plan of action;
- The Operations Team decides upon the measures to be taken to assure and enhance the quality in each area individually. These establish the detailed code of the conduct of the

subjects in the system of quality assurance and enhancement for this higher education institution.

III MISSION

University “Mediterranean” is founded as a privately-owned institution of higher education. Its mission is to lay the foundation for the management and completion of high-quality and prestigious **research projects** performed in the University’s fields and to educate **managers** in the fields of social sciences, law and economics, engineering and technological sciences, art sciences, mathematics and other sciences, so that they can develop their leadership potential. Our aim is to equip our graduates and postgraduates with the knowledge and skills necessary for doing business on the domestic and global markets and to increase their career prospects in the field of science and art. University “Mediterranean” aims to become one of the most prestigious national and regional institutions of higher education in the aforementioned fields. It aims at creating and safeguarding international standards of teaching, learning and applying the acquired knowledge, which enables students’ mobility and their transfer to foreign universities and other higher education institutions and provides the students with the opportunity to acquire the knowledge taught at renowned institutions in the world. The University shall join the national, regional and international communities of higher education in adopting international standards and good practice in the field of higher education.

IV INSTITUTIONAL EVALUATION PROGRAMME

By implementing the strategy for quality assurance and enhancement i.e. institutional evaluation programme, the strengths and weaknesses of the University shall be brought to the fore in light of the University’s mission. In virtue of its mission, the University shall provide its students with knowledge and skills that match the qualifications awarded and it shall do its best to provide its students with the opportunities to proceed with their education through different forms of life-long learning and continuing education at all levels.

The University shall strive to fulfil the need for comprehensive intertwining of educational with the research activities through proactive pedagogical approach to the teaching process, promoting creativity, critical thinking and ability to synthesise the acquired knowledge and skills.

The University shall strive to create the learning environment in which the students and teaching staff can pursue their professional interests and advance their knowledge, whereas their work on the quality assurance shall be recognised, appreciated and valued at both University and its organisational constituents’ level.

V VISION

The vision of the University “Mediterranean” shall focus on the modernisation of education and raising scientific and research standards, which keep up-to-date with the good practice of world-renowned higher education institutions well-known for their high-quality study programmes, teaching, scientific and research activities. The University “Mediterranean” shall be a dynamic university which systematically stimulates mobility and promotes research careers and enables the talent and entrepreneurial energy of its teaching and administrative staff and students to show.

VI GOALS

The main goal of the strategy for quality assurance and enhancement is to fulfil the higher education goals as stipulated by the law and to realize our vision of further development of higher education at the University. The University “Mediterranean” is dedicated to achieving the goals that imply dissemination of educational and scientific experiences by placing a great emphasis on the knowledge acquisition and skills development, which active and informed members of society need.

The University sets up the following long-term goals:

- to develop the system of quality assurance in all areas of its practice following the principles of the continuous improvement and implementation of the recent achievements in the field;
- to walk the path of autonomy, but also to assume the responsibility for the development of all University resources;
- to become one of the most prestigious national and regional institutions of higher education in the fields of tourism, information technologies, banking and stock exchange dealings, accounting and audit, law, marketing and management, entrepreneurship, foreign languages for business purposes and visual arts;
- to develop the transparent scientific and research activities;
- to connect with local, national, international communities of higher education in order to adopt the international standards and draw on good practice in the field of higher education, so the University can offer its students new knowledge which meets the present-day requirements;
- to fully adopt and implement new educational and scientific technologies/equipment and stimulate cognitive processes;
- to aim at excellence in all areas of scientific and research activities including inter-disciplinary areas of knowledge in order to contribute to the maintenance and enhancement of knowledge;
- to work on safeguarding, improving and developing the multicultural and multiethnic society in Montenegro.

VII TASKS

In order to achieve the mission set out by this document, the institution shall aim to fulfil the particular tasks, as follows:

- to continuously modernise the study programmes and to raise and maintain the standards of education by performing a regular self-evaluation procedures;
- to equip the teaching premises with the most sophisticated computers and other equipment;
- to implement the contemporary teaching methods as well as Distance Learning System;
- to provide internship and other trainings in the modern companies;
- to increase the admissions' capacity;
- to select and recruit teaching and research staff as well as the specialised and administrative staff and to create the stimulating atmosphere for the development and affirmation of the creative skills of the University's employees regardless of their nationality, age or their political, social, and religious or other beliefs;
- to perform scientific research activities, to process the research findings, to provide the consulting services, to take part in the international and expertise projects by providing their young researchers with the opportunities to be actively involved in these projects, and to promote the scientific research findings;
- to develop various types of life-long learning in accordance with the requirements established by the society concerning its development;
- to make use of the small groups while working with the students;
- to get the students involved in all the activities and the decision making processes at the University (by emphasising the involvement of the student representatives in the work of Student Parliament);
- to establish Career Centre which will facilitate their graduates to find the employment;
- to build up cooperation with national, international and other related institutions.

VIII THE BUILDING BLOCKS OF THIS STRATEGY

The building blocks of the strategy for quality assurance and enhancement set forth in this document comprise the following documents:

- Analysis of the current state of affairs regarding higher education at University “Mediterranean” and its organisational Units according to the indicators which can be obtained by the University (by employing **SWOT** analysis- analysis of its **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats);
- Bologna Declaration (convened in Bologna on 19 June 1999);
- ENQA Standards and Guidelines for Quality Assurance in the European Higher Education Area - Conference of European Ministers responsible for Higher Education, Bergen, 19-20 May 2005).
- Lisbon’s Convention on the Recognition of Qualifications concerning Higher education in the European region (11 April 1997);
- Higher Education Act (Official Gazette of Montenegro 60/03)
- Code of Practice on Initial Accreditation of the Degree-Awarding Programmes at the Institutions of Higher Education in Montenegro (no. 05 -1/5-117 dated from 10 February 2006)
- Code of Practice on Re-accreditation of Higher Education Institutions and the Study Programmes with the accompanying regulations (the Guidelines for Internal Quality Review, The Guidelines for External Quality Review, Standards and the Format of Report on Self-evaluation, and etc) enacted by Council of Higher Education in Montenegro (Act no. 05-1/5-325/1);
- General legal regulations adopted by the University “Mediterranean” Podgorica – the Statute, The Study Rules for Undergraduate Studies, The Study Rules for Postgraduate Studies, The Study Rules for Doctoral Studies, Code of practice on Entry Requirements, Criteria and Procedure of Student Admission in the First Year of Study, Procedure for Conferment of Academic Titles, Code of practice on Procedure and Methods of Student Examination and Assessment and other legal documents of the University.

University “Mediterranean” is strategically committed to safeguarding the process of higher education development in accordance with the above-mentioned documents.

IX MEASURES FOR QUALITY ASSURANCE AND ENHANCEMENT

Through the activities of the Operations Team and all the parties involved in the system of quality assurance and enhancement, The University “Mediterranean” shall carry out a wide range of measures to assure and improve the quality, such as:

- We shall determine the area where the quality measures should be implemented regarding study programmes, teaching process, teaching staff, research, students’ assessment, textbooks and reference books, library, IT resources, premises and equipment, non-teaching staff, management process and transparency of work;
- We shall make provisions for the transfer from teacher-oriented to student-oriented education, encouraging the students as our partners to take part in making improvements to the teaching process;
- We shall conduct the mandatory self-evaluation and quality assessment of the study programmes and the institution as a whole, in accordance with the Standards put forward by the Council of Higher Education, in up to the five-year intervals or according to the perceived need, in

shorter intervals, in compliance with the general regulations adopted by the University and its organisational Units;

- We shall carry out the external quality review in accordance with the Standards put forward by the Council of Higher Education. The review shall be conducted by the Accreditation and Quality Review Committee as well as the appropriate body set up by the University or by other institution employed by the University;
- We shall carry out the accreditation process of the University and the Faculties which comprise the University, in accordance with the Standards put forward by the Council of Higher Education by adhering to the deadlines set out by the Law, or we shall conduct it in shorter intervals if it is requested by the University.
- In our work, we shall make provisions about integration of teaching and learning with the research activities whose content, findings and acquired knowledge shall be utilised in the teaching process;
- We shall cooperate with international universities by setting up the joint study programmes and through the exchange of the teaching staff and students;
- We shall set up a close ties with the employers and our graduates in order to obtain feedback on the quality of study programmes and the competences the graduate students acquired after they completed their studies (the application of the acquired knowledge and skills in the professional contexts);
- We shall establish the permanent body for quality monitoring and control at the University – the Operations Team for Self-Evaluation of the University “Mediterranean” whose job would be to permanently monitor and control the quality of higher education at the University and the Faculties which comprise the University, to recommend measures to be taken in order to improve the quality and further development of higher education and to report to the Senate of the University at least once a year.
- We shall provide the staff and infrastructure for data gathering and processing, which are important for the analysis and assessment of the quality and the success rate measured by the accomplishment of the established goals and predetermined tasks;
- We shall ensure the quality improvement of our management;
- We shall continuously work on the information gathering on the quality level from all stakeholders (students, teaching staff, administrative staff, management team, the general public);
- We shall have the obligation to continuously promote and build the quality culture in the University and the Faculties which comprise the University as well as to encourage our staff to pursue their professional development and take part in the activities such as seminars, workshops, establishing the contacts and sharing the experience and information with the staff from other domestic and international institutions.

The University shall stipulate the conditions necessary for raising the efficiency bar of the studying process by applying the measures of quality assurance, along with their permanent control and the necessary funding support.

X THE PLAN OF ACTION

For the purpose of the implementation of this strategy, the Operations Team for Self-Evaluation of the University "Mediterranean" shall draw up a plan of action according to its fields of interest no later than April of 2008. The plan shall consist of goals, activities and measures which shall be taken according to the deadlines set up for their completion as well as the team shall establish the bodies which shall be in charge of implementation of these measures.

XI FINAL PROVISIONS

The strategy will be published in the Bulletin of the University "Mediterranean" and posted online on the University's website.

**For and on behalf of the Management Board,
PRESIDENT**

Duško Knežević, MSc