



**GMBS**

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GLOBAL MANAGEMENT  
**BUSINESS SCHOOL**



Malta  
Further & Higher  
Education Authority

# GMBS Long-Term Plan

## 1 BASES FOR THE DRAFTING OF THE LONG-TERM DEVELOPMENT PLAN FOR THE GMBS

The main background materials were:

- The GMBS Organisational Regulations
- The MFHEA accreditation requirements
- The Bologna Process documents
- The Magna Carta of the European Universities
- The World Declaration on Higher Education for the 21st Century
- Documents ensuring European and international cooperation
- Documents related to the ERASMUS+ programme
- Governing documents of the European Credit Transfer and Accumulation System and diploma supplement transfer schemes issued by the relevant Directorate-General of the European Commission
- European Union operational programme documents relating to support for universities
- Analyses and resolutions adopted in the field of higher education within the Council of Europe and the European Union
- Standards for quality assurance in the European Higher Education Area

## 2 MISSION OF THE GMBS

**The main mission of GMBS is to provide, organise and secure online higher education in the context of accredited study programmes, to carry out creative scientific research, and to provide further education through a wide range of courses and educational activities.** The GMBS focuses on the production and dissemination of knowledge and innovation, especially in the applied study programmes and scientific disciplines, with an emphasis on the training of professionals in demand in the labour market, with the aim of contributing to building a knowledge-based and sustainably competitive economy. To this end, the GMBS cooperates with both domestic and foreign universities, the business field, the public sector and NGOs, and participates in international projects. Another mission of GMBS is to conduct scientific inquiry, basic and applied research. The GMBS is also an educational institution; its activities have a profound impact on the personal growth of people, thereby significantly influencing the character of European and global society and shaping its future development. The GMBS represents a concentration of resources in science and education, as well as of professional expertise of people based on traditional values, making it an important agent of development and a centre for the upliftment of cultural, political, economic and social life. Its influence extends throughout Europe. This mission has been fulfilled mainly in the framework of targeted international, EU, cross-border and regional cooperation. The GMBS provides an unbiased space for free dialogue; it is instrumental to the effective safeguarding and promotion of

understanding and cohesion at the regional, national and international levels, as well as in a variety of spheres of life and disciplines.

The GMBS develops quality in all its processes and activities, benchmarking it against universities in the EU. The GMBS promotes innovation and necessary changes in order to:

- Develop knowledge and education based on creative research, to ensure a new quality of management at the professional level and in other scientific disciplines;
- Educate and train higher education professionals with the knowledge, skills and competences that will enable them to be successfully integrated into the labour market;
- Prepare GMBS for the evolving external and internal environment in higher education, science and research, while respecting competitiveness.

The GMBS operates as an independent and free higher education institution delivering educational programmes at an internationally comparable level. The GMBS provides higher education in the accredited study programmes at the EQF/MQF level 5-8 level, according to an online form of study:

The GMBS contributes to enhancing the competitiveness and employability of graduates within the increasingly competitive environment of an integrating and globalising world. In the implementation of its mission and objectives, the GMBS relies on the requirements and objectives arising from the national and international documents, agreements and programmes of the European educational and scientific research area.

The social sciences, predominating at the GMBS, offer a *raison d'être* in this context, acting as a driver for paying close attention to the place and orientation of other disciplines in the field of research and to the application of results into practice; they are an effective tool for self-reflection and consequent effective and balanced regulation. In this sense, the priority of the scientific, research and publication activities should be understood as part of a current trend highlighting the growing importance of science in universities. The GMBS teachers produce scientific results of societal significance, thus becoming an authentic source of knowledge and experience for students in their educational pursuits. The GMBS supports all measures leading to objectivity and fairness of the evaluation criteria in the social sciences at the national level, but also to avoid discrimination. The GMBS is an open university in terms of its purposeful focus on the concrete development of the domestic and international external relations as a quality and publicly known institution, with its own attractive offerings and a widely accessible space dedicated to the search for answers based on free dialogue. It aims to be an increasingly useful partner institution in society

### **3 GMBS STRATEGY AND DEVELOPMENT OBJECTIVES**

The strategic goals of the GMBS management, with the participation of the entire academic community, are aimed at:

- Linking theoretical education of students with their active participation in the solution of scientific research projects;
- Educating students in a way that strengthens learning at all levels and reinforces humanism, tolerance, as well as moral and ethical values;
- Information flows and information within core, management and support processes aimed at ensuring completeness of information for all members of the academic community and non-teaching staff at the higher education institution;

- Learning standards for individual study programmes and subjects, which are being developed in the context of the GMBS development strategy;
- Extensive, quantitative, as well as intensive, qualitative growth in science and education as the core GMBS activities;
- Ensuring that the preparation of studies at GMBS especially focuses on the creation of online study programmes in response to practical / labour market requirements, with specialisation based on practice, accompanied by a high-quality and unified web site for the GMBS and its entities, in English as well as in foreign languages;
- As a research-oriented higher education institution, becoming an educational institution of a predominantly social science nature with a broader background in other areas of science;
- Implementing doctoral studies at a high international level – with the provision of staff resources of the higher education institution with its own specificities;
- Institutionalised interaction between the GMBS and the region, as well as abroad;
- Clear identification and tools for the development of GMBS specificities;
- Respecting the objectives of the Bologna Process and the conclusions of the Bologna Declaration, promoting mobility to enable students to benefit linguistically, culturally and educationally within the European area;
- Success in applying for and obtaining grants in science and research with the implementation of their outputs into social practice;
- Introduction of modern technologies in the field of online learning as an important support for information literacy of staff and students;
- Intensive cooperation with foreign educational institutions in the implementation of joint education in the accredited study programmes that are aimed at improving quality and professionalism with the necessary international experience;
- Leading activities in the field of education and training of students to the process of learning, independent creative work, creativity and innovation, with the strengthening of internationalisation and cross-disciplinary approaches in the education and research work of teachers and students;
- Improving the qualification structure of teaching staff, for the GMBS to be at the forefront of innovation in terms of study programmes and provided with an adequate number of qualified staff.

The GMBS is ready to collaborate with the higher education institutions in Malta and abroad, with consortia of higher education institutions and other educational institutions in Europe and worldwide.

#### **4 PRIORITIES OF THE GMBS**

- The concept of the entire operation of the GMBS and its specificity lies, in the deepest and broadest sense, on a principle of recognition and protection of values in education and training, as well as in the scientific, research and artistic activity, the essence of which is based on the understanding of the existence of objective meaningful bases for thinking, as opposed to a relativistic view of life.

- Quality in all areas of the operation of the GMBS, especially in education, online learning, scientific, research and artistic activities, is a prerequisite for the accreditation, stability, sustainable growth, international collaboration, impact and prosperity of the GMBS, as well as for the employability of its graduates.
- Effective value protection and quality assurance at the GMBS must be accompanied by a constant preferential interest in achieving sustainability and development in terms of its material and economic conditions which, above all, ensure the quality and dignity of the work of staff and students.
- Linking theory and practice and implementing the latest scientific results directly into educational activities and involving students in projects.

## **5 MAIN TASKS OF THE GMBS**

The GMBS management's main tasks are aimed at fulfilling the mission, strategy and improvement of the internal quality system in accordance with the criteria of its MFHEA assessment and internationally recognised quality standards. The GMBS will continuously monitor and evaluate the quality indicators from the internal and external environment, identifying weaknesses and taking action to address them. It shall improve the internal system of quality education and career opportunities for lecturers and staff in order to develop their skills and update their knowledge in all areas of work. Orient the comprehensive human resources development programme preferably towards the improvement of qualifications, independent creative scientific research and publication work, and the development of talent and creativity of all members of the academic community.

The GMBS implements the main tasks of its long-term development plan through its departments with focus on:

- Establishing a professional and expert institution capable of drawing up strategic plans and coordinating the development of society;
- Creating links of mutually beneficial cooperation with other state, public and private higher education institutions with similar focus, as well as with foreign educational and scientific research institutions;
- Purpose-driven cooperation with other educational, research and economic institutions to develop new study programmes and a European education and research area;
- Creating the institutional, organisational and professional conditions for the development and innovation of study programmes based on its own scientific research and exploration work aimed at the development of the relevant field of study;
- Creating the conditions for the implementation of the Erasmus+ programme in ensuring the mobility of students and teachers within the EU;
- Building centres of excellence and project groups for international research cooperation;
- Developing scientific research in the light of developments and economic conditions in other EU countries;
- Active participation of the teaching and science and research staff of the institution in the public debates related to the formation of a modern state based on democratic values and on the rule of law;

- Creating the right conditions for improving the professionalism and quality of students;
- Professional development and staff retention; regular evaluation of performance and quality of work, and differentiation of pay according to performance and quality of work.

## **6 LONG-TERM DEVELOPMENT PLAN FOR THE DIFFERENT AREAS OF ACTIVITY AT THE GMBS**

Though the Long-Term Plan, the GMBS confirms the strategic objectives and main tasks aimed at the interconnection of education, science, research and their internationalisation, ensuring and improving quality in all processes and activities of the higher education institution.

### **6.1 Education**

The areas of educational activity in the individual stages of online education at the GMBS are oriented, in terms of their content and methodology, towards the preparation of university-educated professionals in their field. Emphasis is placed on knowledge, expertise and competences acquired in connection with own scientific research activities and cooperation with social realities, at both the national and international level.

As part of the Long-Term Plan, the GMBS will focus on the following in the field of education:

- Accredited study programmes at all levels of higher education;
- Preparation of the accreditation and subsequent implementation of the new study programmes;
- Development and continuous improvement of online learning;
- All-round modernisation and computerisation of the teaching process;
- Creating conditions for the involvement of teachers and students in the Erasmus+ programme;
- Encouraging students to participate in domestic and international projects;
- Organising scientific conferences and competitions of scientific and artistic works by students;
- Innovating textbooks and teaching texts in connection with the content innovation of subjects and the overall modernisation of the educational process;
- Improving the quality of staffing for the training of qualified teachers;
- Introducing and developing new forms and methods of education, e-learning; promoting creative work and communication between students and teachers,
- High level of care for applicants and students with specific needs;
- Monitoring the acceptability of graduates by employers and the outcomes of graduates in the labour market;
- Regular evaluation of the quality of the educational process by carrying out teaching observation and control activities, and taking measures to eliminate any identified shortcomings; optimising the scope and structure of the study load of students through direct evaluation of subjects and their crediting;

- Creating a concept for the lecturers' workload with the specification of tasks in relation to scientific and research activities, as well as activities in economic and social practical areas;
- Implementing the process of ensuring and improving the quality of the educational process with the promotion and application of modern methods of education and feedback.

## 6.2 Science and Research

The 21st century is bringing about tremendous opportunities for implementing the latest technological advances and electronic systems in research and education.

The increasing importance of science and research in the evaluation of higher education institutions and in the context of the EU education and scientific-research area has a significant impact on the position of the GMBS within the higher education institution network and on the transparent evaluation of the quality of the GMBS departments and staff from an international perspective.

As part of the Long-Term Plan, the GMBS will focus on the following in the field of science and research:

- Intensification of work in obtaining and implementing projects and grants from domestic and foreign grant agencies;
- Supporting the career development of scientific and teaching staff; focusing on improving research skills and intensifying the quality outputs from the ongoing projects and grants, as well as international cooperation;
- Improving the level of scientific outputs of scientific and teaching staff in both domestic and foreign scientific journals;
- Completing the information system in science and research in the GMBS Intranet environment as an active source of information on the ongoing projects and grants, and their outputs;
- Fostering innovation and creativity with staff and students, a space for the exchange of knowledge and experience at the national and international levels;
- Intensifying the quantity and quality of projects and grants at the national and international levels, especially in terms of tasks of social and economic practical significance;
- Organising international scientific conferences in individual areas of research at the GMBS and ensuring the transfer of conference outcomes into practice.

## 6.3 Internationalisation and Cooperation with Social Practice

The development of the quality educational and scientific research activities at the current state of knowledge can only be realised in an environment of international cooperation, and through collaboration with bodies and institutions from social practical areas. The prerequisite for cooperation is a participation in foreign projects, participation in the joint publication of monographs, textbooks and scientific articles, the organisation of conferences and seminars, participation in international events with a transfer of knowledge and experience presented in the internationally recognised scientific publications.

The Long-Term Plan in the field of international relations and cooperation with social practice will focus on:

- Intensifying the contractual and informal relations with partner European and non-European institutions of strategic importance to the GMBS;
- Increasing the emphasis on the quality of the GMBS international relations through strengthening the creation of conditions for increasing the number of international students studying at the GMBS, and by offering study programmes in foreign languages;
- Support to the GMBS mobility, in particular in the framework of cooperation with the major foreign partner institutions;
- Strengthening the attractiveness by further expanding foreign cooperation, involving students, the teaching/research/administrative staff working at partner institutions in the presentation of the GMBS abroad;
- Fostering bilateral relations and focusing on the promotion of study and mobility programmes, and creating appropriate conditions for the admission of foreign students, lecturers and researchers;
- Consistently entering into new agreements with attractive educational and scientific institutions abroad with the aim of entering into joint projects and creating joint study programmes based on the award of joint diplomas for graduates of these programmes;
- Ensuring the active participation of GMBS and its academic staff in the international associations and organisations with international participation.

#### 6.4 Information and Public Relations

The GMBS pays particular attention to computerisation, hardware and software.

The modernisation of the information system and computer technology at the GMBS focuses on:

- Increasing the efficiency of the LMS/VLE system at the GMBS;
- Improving the security and availability of the GMBS computer network at all communication nodes and developing services for its users;
- Presenting the GMBS activities by using appropriate communication tools, with emphasis on the quality of the web presentation.

- Increasing the effective management of information resources, Intranet and Internet management, portal for students, educators, the presentation and communication pages of GMBS for the public;

- Applying the information and communication technologies in career counselling and act on the feedback from GMBS graduates;
- Technical, technological and programme innovation of the LMS and VLE and the academic library;
- Ensuring an effective marketing strategy to transparently communicate and present GMBS in all its areas in relation to the internal and external environment.

#### 6.5 GMBS Management, Human Resource Development and Management

One of the conditions for the development of the GMBS is to improve the performance and quality of the higher education institution lecturers in research and education. Employers have a fundamental duty to improve the working conditions of their employees, with an emphasis on their health and

safety at work. Personnel, qualification development and social policy at the GMBS is ensured by human resources management and differentiation in remuneration is based on performance and efficiency in the educational process, scientific and research work and cooperation with social practice at the national and international level.

In the field of management, labour and social relations, the GMBS aims to:

- Regularly update the internal regulations and methodological guidelines aimed at specifying the duties of the members of the GMBS academic community;
- Carry out staff remuneration in the context of the specification of duties in the individual areas of activity, for both teaching and non-teaching staff at the GMBS;
- Increase the number and quality of the outputs of the publication activities by the scientific and teaching staff of the GMBS;

- Ensure a quality programme to monitor the performance of teaching and research staff of the GMBS and its use;

- Improve the financial management tools at the GMBS;
- Stabilise working groups in departments; eliminate unwanted turnover, and ensure personal development and qualification growth of individuals;
- Work purposefully towards adherence to the GMBS Employee Code of Ethics, ethical principles and ethics in science and research and publishing;
- Maintain relationships among the staff of the higher education institution, as well as all members of the academic community, on the basis of mutual respect, cooperation, and appreciation for each person as a unique individual.

## **CONCLUSION**

The GMBS Long-Term Plan is to be updated on a year-by-year basis at the GMBS sites. The evaluation of the Long-Term Plan and its updating is carried out annually following discussion at the departments level and subsequent discussion within the GMBS Scientific Council, with the prior approval by the GMBS Academic Senate.

The GMBS Long-Term Plan and its update are approved by the GMBS Academic Senate after discussion within the management, the Rector's Collegium, and the GMBS Scientific Council.