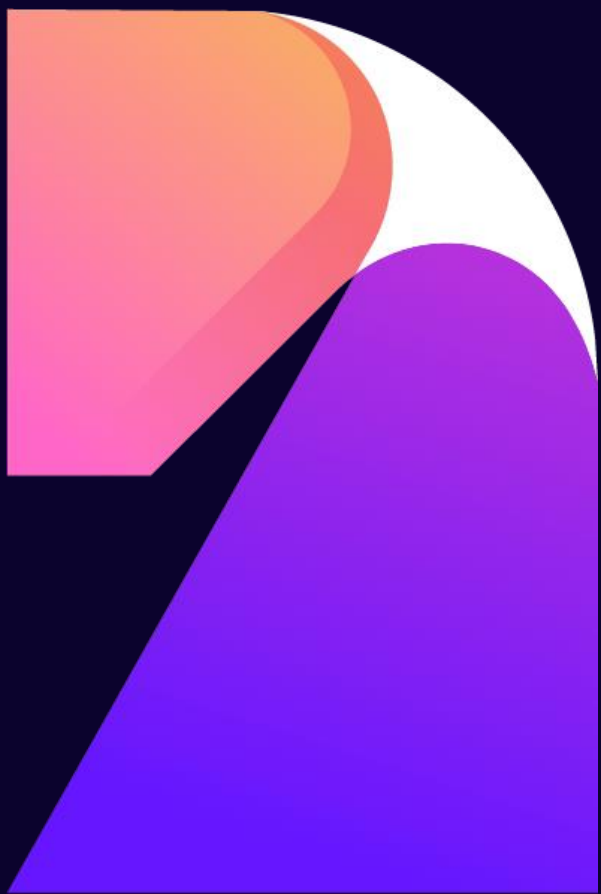
CENTRAL MEDITERRANEAN™ BUSINESS SCHOOL

Quality Management

Policy



Document Overview			
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V1	Nov24	Initial document creation

Continuous Improvement

Policies, procedures and processes are 'living' documents. Procedures are meant to be 'living' documents that need to be followed, implemented and maintained. If the procedure does not reflect the current, correct work practice please contact us on quality@cmbs.edu.mt

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1. Quality Management Policy

1.1 Scope and Applicability

This policy outlines the fundamental commitment to the quality assurance, guiding the operations and strategic direction of CMBS.

All staff, faculty, students, and stakeholders engaged with CMBS are expected to adhere to the principles and standards set forth in this document. The policy extends to cover all educational, administrative, and operational aspects of CMBS, ensuring that our vision, mission, and values are consistently reflected in every facet of our operation.

Whether it's in the classroom, during research, in administrative functions, or in community engagements, the CMBS Quality Policy serves as a guiding principle. This policy is applicable not only within the confines of our Malta campus but also extends to any global partnerships, online educational platforms, and all forms of representation of CMBS in the wider community.

To implement this policy, we have adopted a quality management system based on the requirements of ISO9001:2015. This International Standard employs the process approach, which incorporates the Plan-Do-Check-Act (PDCA) cycle and risk-based thinking.

The process approach enables CMBS to plan its processes and their interactions. The PDCA cycle enables CMBS to ensure that its processes are adequately resourced and managed, and that opportunities for improvement are determined and acted on. We commit ourselves to continually improve our quality management system and its effectiveness year on year.

1.2 Purpose

The purpose of this policy is to clearly indicate commitment to Quality at CMBS, encapsulating our core values, objectives, and the unique approach we take towards education and business. This policy is designed to ensure that all members of the CMBS community understand and are aligned with our core beliefs and principles.

1.3 Policy Guiding Principles

CMBS is committed to providing the highest quality education, exceptional academic services, and an outstanding overall experience to our students, while ensuring total student and stakeholder satisfaction. It is the policy of CMBS to implement and enforce procedures and policies throughout its operations to meet these requirements, ensuring full understanding, commitment, and involvement of all faculty and staff.

At CMBS, our faculty and staff are professionally trained and dedicated to offering students the highest level of service at every stage of their academic journey. We ensure that the student experience is maintained at the forefront of every step, enabling CMBS to meet its educational objectives and sustain the quality principles and values that define our institution.

At CMBS, we nurture quality principles and values by:

1. **Student-Centered Learning**: We place our students at the heart of everything we do. We are committed to understanding and meeting the educational needs and expectations of our students by providing a curriculum that is relevant, innovative, and aligned with current industry needs. We strive to offer personalised support and resources that enhance the student learning experience and outcomes.
2. **Focusing on Academic and Service Excellence**: Striving for measured excellence in all educational offerings and student services, ensuring that our academic programmes are relevant, rigorous, and of the highest standard.
3. **Understanding the Link Between Faculty/Staff and Student Success**: Recognising that faculty and staff empowerment, satisfaction, and professional development are directly linked to student success and overall institutional excellence.

4. **Stakeholder Engagement:** We recognise the importance of engaging with our stakeholders, including students, parents where applicable, competitors, alumni, employers, academic partners, and the community. We actively seek their input to inform our decision-making processes and ensure that our programmes, and facilities remain relevant and beneficial to all parties involved.

Our Commitment:

CMBS is dedicated to fulfilling this quality policy by annually reviewing our objectives and outcomes, ensuring that our quality management system remains effective and aligned with ISO 9001:2015 quality standards. Through continuous improvement, innovation, and collaboration with our stakeholders, we aim to continually reinvent education, preparing our students to become the thinkers, doers and leaders of tomorrow. We are committed to upholding the highest standards of quality and excellence in education, as mandated by the Malta Further and Higher Education Authority (MFHEA).

The effectiveness of this policy is measured through our Quality Objectives, which, together with this policy, are reviewed annually to ensure their continuing suitability and to maintain our focus on excellence in education and service.

2. Internal Quality Management System

2.1 About CMBS

The Central Mediterranean Business School (CMBS) aims to provide professionals with unparalleled opportunities to increase their awareness of industry issues, learn the skills necessary to handle today's changes, and discover their potential. We have since helped numerous students develop their skills and propel their studies and careers forward.

The Central Mediterranean Business School is licensed as a Further/Higher Education Institution with the Malta Further and Higher Education Authority (MFHEA) in Malta and is an accredited centre of world-renowned educational institutions and professional bodies such as Coventry University, Training Qualifications UK (TQUK) and the Association of Chartered Certified Accountants (ACCA).

We currently offer accredited courses spanning from MQF Level 4 to MQF Level 8, in areas such as, Leadership and Management, Organisational Behaviour, Coaching and Mentoring, Human Resources, Employment Law, IT and Finance.

Enrolled students at CMBS benefit from a dedicated team of academic staff, faculty members, supervisors, and mentors who are committed to helping students reach their academic and career aspirations. Additionally, CMBS's emphasis on delivering high-quality service and maintaining a student-focused approach ensures that individual needs are met within a supportive and dynamic environment that fosters innovation and creativity.

Our programmes utilise a range of delivery styles such as in-class, online and blended learning (combining in-person and online teaching), which allows adult learners to pursue advanced education while balancing professional and personal responsibilities. CMBS prides itself on having faculty members who not only possess strong academic qualifications but also bring extensive industry experience, grounding our courses in real-world application.

Learning at CMBS is tailored to the professional context, using a problem-solving approach that draws on the experience of adult learners, making their studies both practical and relevant. Assessment is modular, with a blend of formative tasks and summative evaluations. Our structured online forums provide students with opportunities to critically engage with academic content, collaborate with peers, and share their insights, creating a rich learning community.

CMBS actively maintains strong connections with its graduates through the CMBS Alumni Network, fostering a culture of lifelong learning and collaboration within the CMBS community and beyond. Notably, some of our alumni have now returned as faculty members, enriching our programmes with their expertise and dedication.

We are also proud to partner with a diverse range of external stakeholders, both locally and internationally, to expand opportunities and enhance the quality of our educational offerings.

2.2 Our Vision, Mission and Values

At the Central Mediterranean Business School (CMBS), our mission, vision, and values form the foundation of everything we do. They guide our strategic direction, inform our decision-making processes, and shape the educational experience we offer. These principles reflect our commitment to delivering excellence in education while fostering innovation, integrity, and inclusivity. By embedding our mission, vision, and values into every aspect of our operations, we ensure that CMBS remains dedicated to empowering students, collaborating with industry, and driving positive change for the future.

Our Mission:

"To inspire and empower the thinkers, doers and leaders of tomorrow through transformative education".

Our Vision:

"We strive to build a brighter future and make the world a better place by working with Industry to create opportunities that inspire change".

Our Values:

Excellence:

We are motivated by the pursuit of excellence.

Integrity:

We value openness, transparency, honesty and authenticity.

Accessibility:

We are adaptable, flexible and inclusive.

Supportive:

We take a nurturing approach tailored to individual needs.

Real-world:

We work with industry and engage in research to address current and future needs.

Pioneering:

We embrace innovation and believe progress is achieved by pushing boundaries and exploring new ideas.

2.3 Our Approach

Since its inception, CMBS has demonstrated a commitment to maintaining the highest standards of education through rigorous external audits conducted by renowned foreign awarding bodies such as the Institute of Leadership & Management, Training Qualifications UK, and the Association of Chartered Certified Accountants (ACCA). Moreover, in 2021, CMBS underwent its first institutional audit, conducted by the Malta Further and Higher Education Authority (MFHEA).

In 2022, CMBS successfully completed a programme validation audit conducted by ACCA for its internally developed Degree in Accountancy & Finance. This achievement ensures that graduates of the programme are eligible for exemptions from ACCA's Fundamental Level qualifications.

In 2023, CMBS formed a partnership with Coventry University following a thorough institutional and programme audit of our MBA and undergraduate degree programmes. This validation by Coventry University enables CMBS students to receive one from CMBS and another from Coventry University, upon successful completion of their studies.

These audits have been instrumental in shaping CMBS's quality management approach by providing independent, objective assessments of its programmes, policies, and operations. By embracing the feedback and recommendations from these external bodies, it has driven continuous improvement, ensuring that CMBS's educational offerings align with both national and international standards and evolving industry needs.

CMBS strongly believes in providing quality education to all its students. We achieve this in various ways, CMBS;

- provides industry-relevant courses and qualifications which are designed and delivered by industry experts;
- strives to strike a balance between classroom, blended and work-based learning to better accommodate the needs of working professionals;
- actively seeks to collaborate with accrediting bodies, educational institutions, industry, and other stakeholders spanning various fields of interest.
- recognises the importance of stakeholder involvement, engaging students, parents (where applicable), faculty, alumni, and industry partners to collaboratively enhance educational offerings and ensure relevance.

Ultimately, our approach cultivates a culture of academic excellence, adaptability, and shared responsibility for student success.

2.4 Our Commitment to Quality Culture

CMBS is dedicated to fostering a quality culture across all areas by ensuring collective ownership of quality among leadership, staff, students, and external stakeholders. Through engagement, collaboration, and ongoing communication, we create an environment where quality is a shared responsibility and a core value. This commitment not only enhances the educational experience but also strengthens our institution's reputation for excellence, ultimately benefiting our students and the broader community we serve.

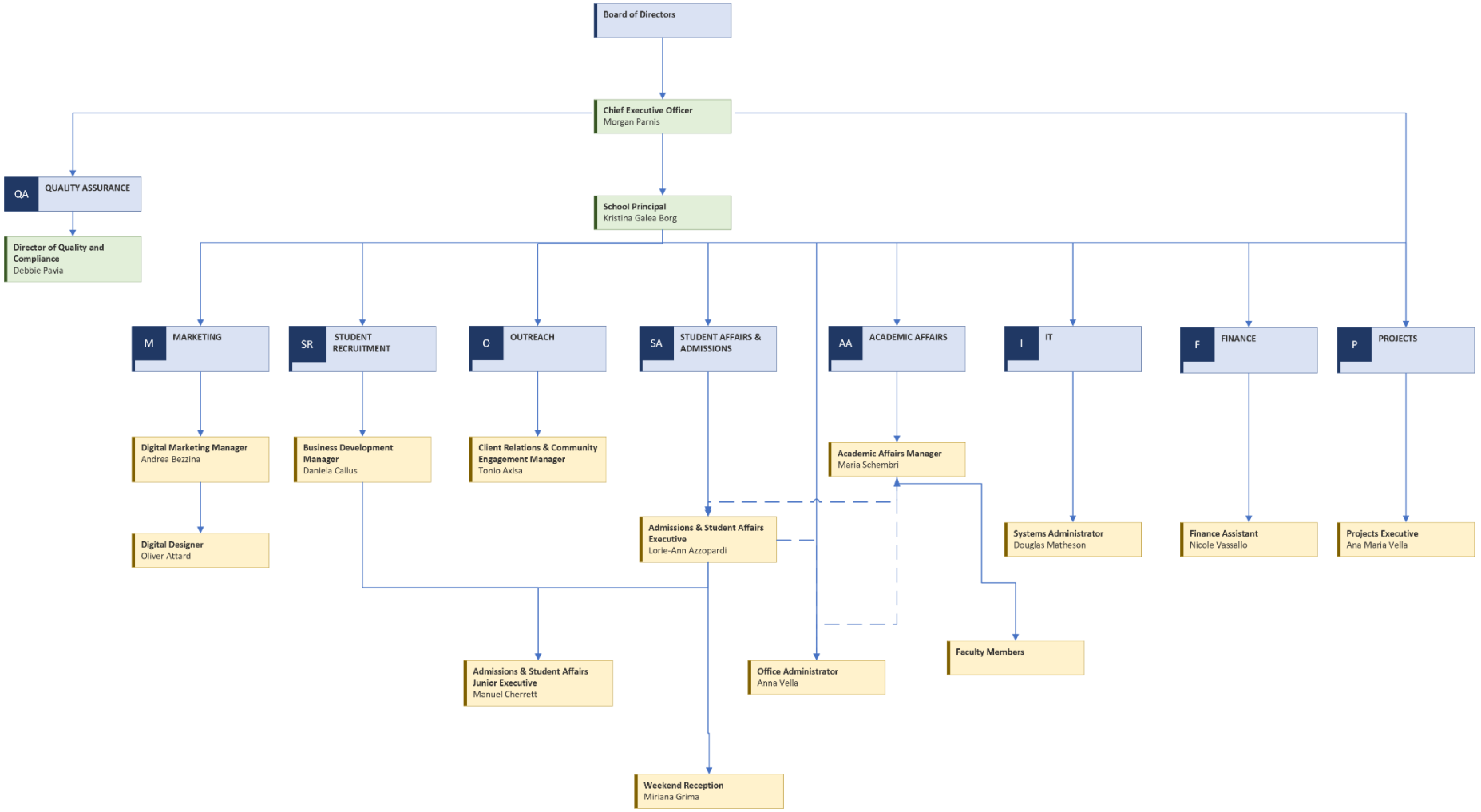
Our commitment to quality is manifested in our internal policies, procedures and processes. Our quality assurance structure is fully aligned with the European Standard Guidelines in quality and with the National Quality Assurance Framework issued by the Malta Further and Higher Education Authority.

All internal policies, procedures, and processes are accessible to students, faculty, staff, and stakeholders via our learning management system and are also publicly available on our website. For any questions regarding our policies and procedures, please feel free to contact us at quality@cmbs.edu.mt.

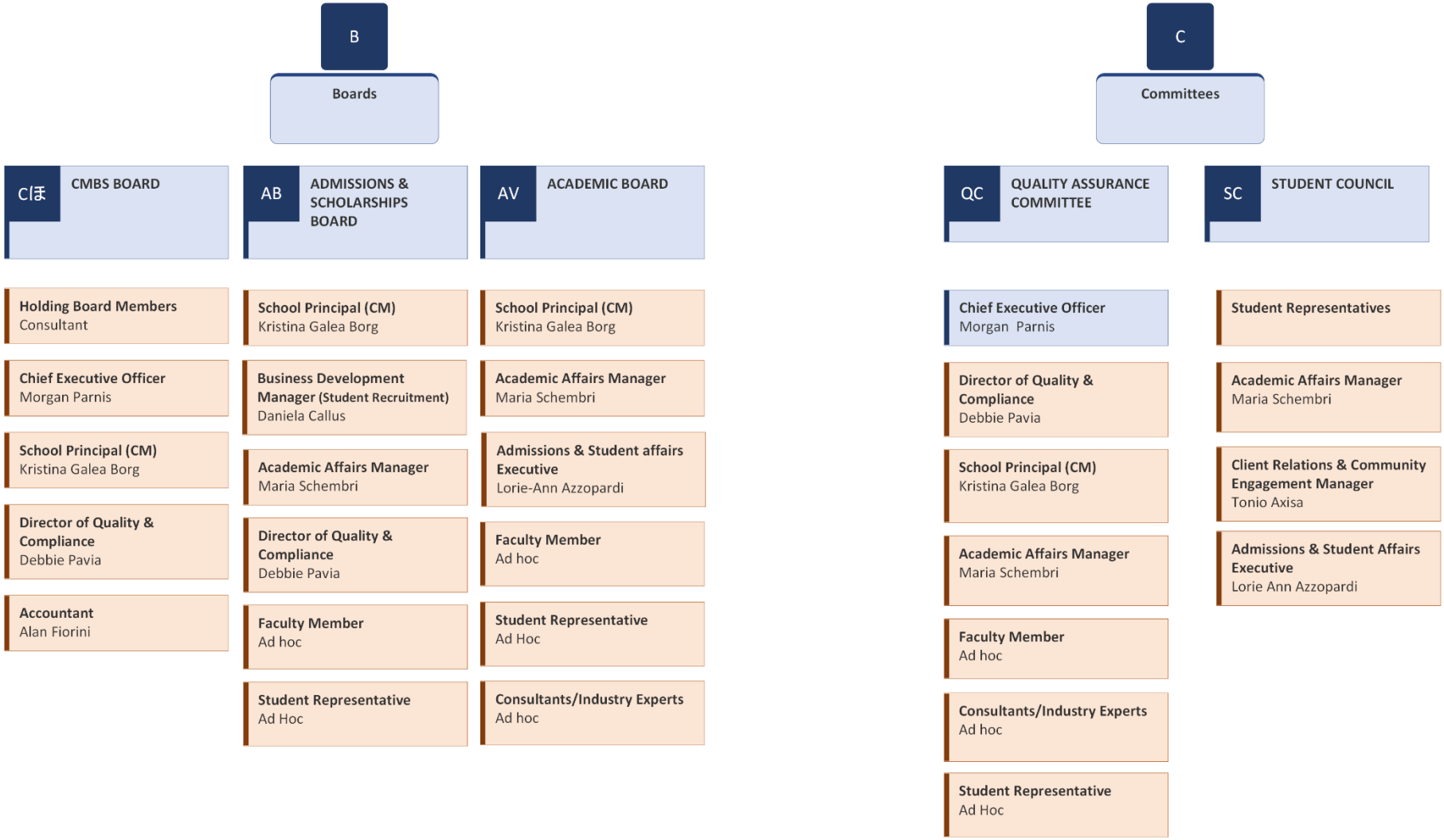
3. Organisation of the Quality Management System

"Just as our body needs oxygen to obtain energy to fuel all our living processes, so does the QA system fuel all our operations to be a learning institution of choice. To keep up with the analogy of the body, the QA of CMBS is not the process of one single organ but the combined efforts of the leadership, operations and education teams each of which have respective roles & responsibilities **(see Section 6)** that complete our QA which is led by the Quality Committee."

3.1 CMBS Organisational Structure



3.2 CMBS Governance Structure



4. Quality Management System

4.1 Quality Framework

The 11 Quality Standards established by the Malta Further and Higher Education Authority (MFHEA) serve as the foundation of the CMBS quality framework, guiding the institution in maintaining excellence across all aspects of its operations, both locally and overseas. These standards provide CMBS with clear direction on the specific quality benchmarks required for each of the eleven critical domains, ensuring that the institution not only meets but exceeds national and international expectations.

The MFHEA standards are designed to foster a culture of continuous improvement and accountability, shaping CMBS's strategic decision-making and operational processes. By adhering to these comprehensive standards, CMBS ensures that its programmes and services are consistently aligned with the evolving needs of students, faculty, and industry partners. The framework helps maintain a student-centred approach while also prioritising organisational integrity, academic innovation, and institutional growth.

The 11 key domains underpinning CMBS's quality framework are:

1. **Mission and Strategic Management** – Ensures that CMBS's vision, mission, and strategic objectives are clear, relevant, and reviewed to maintain focus and drive the institution's long-term success.
2. **Governance, Organisational Structure, and Administration** – Focuses on effective leadership, clear roles and responsibilities, and a robust administrative structure to support the smooth functioning of the institution.
3. **Quality Management** – Establishes rigorous IQA mechanisms to continuously monitor, assess, and enhance the quality of education and operations.
4. **Integrity, Accountability, and Information Management** – Promotes transparency, ethical decision-making, and responsible information management to maintain trust and ensure compliance with regulations.
5. **Teaching and Administrative Staff** – Ensures that all staff, both academic and administrative, are highly qualified, professionally developed, and aligned with CMBS's mission and educational goals.
6. **Design, Monitoring, and Review of Programmes** – Guarantees that all programmes

are carefully designed, regularly monitored, and reviewed to maintain relevance, academic integrity, and alignment with industry demands.

7. **Student-Centred Learning, Teaching, and Assessment** – Prioritises students' learning experiences by fostering interactive, flexible, and supportive teaching and assessment practices that cater to diverse learning needs.
8. **Student Administration and Student Support Services** – Ensures that efficient administrative processes and comprehensive support services are in place to guide and assist students throughout their educational journey.
9. **Learning Resources and Facilities** – Focuses on providing students and staff with access to contemporary resources, including technology and physical spaces, to facilitate effective teaching and learning.
10. **Research, Development, and/or Other Creative Activity** – Encourages research, innovation, and creative activities that contribute to knowledge advancement and address societal challenges.
11. **Institutional Cooperation, Service to Society, and Internationalisation** – Promotes collaboration with external partners, engagement with the community, and a focus on internationalisation to broaden students' horizons and enhance CMBS's global standing.

4.2 Internal Quality Assurance

Managing quality across all institutional activities involves a systematic approach to ensure excellence in both academic and administrative areas through collaborative planning, transparent implementation, and monitoring.

At CMBS we have adopted Internal Quality Assurance (IQA) based on the **PDCA cycle** (Plan-Do-Check-Act),, which involves systematic processes and mechanisms we implement to ensure that our programmes and services meet established quality standards set out by the MFHEA and other respective awarding bodies.

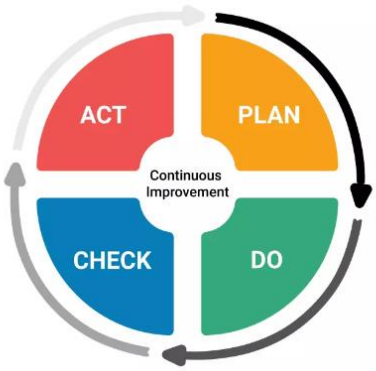


Figure 1: PDCA Cycle

The **PDCA cycle** ensures that feedback from students, faculty, industry and staff leads to continuous refinement. In academic areas, quality management involves curriculum design, assessment standards, and student engagement, while in administrative areas, it encompasses areas such as admissions, enrolment, and overall student support.

4.2.1 Quality Management PDCA Cycle

PLAN

CMBS is dedicated to maintaining a robust quality management system (QMS) that supports our strategic objectives and ensures high standards across all academic and operational areas. Our planning phase includes establishing clear policies, procedures, and performance indicators for quality assurance in alignment with MFHEA and European quality standards. We define roles and responsibilities for quality management at all levels,

ensuring that faculty, staff, and students understand their contributions to continuous improvement. Additionally, we develop a systematic approach to data collection and reporting, enabling us to monitor and evaluate the effectiveness of our quality initiatives.

DO

The implementation of our quality management system involves regular audits, reviews, and quality assurance processes conducted across all departments. These activities include internal and external evaluations, self-assessment reports, and peer reviews, allowing us to maintain high standards in teaching, research, and administrative functions. Our quality team works closely with academic and administrative staff to ensure that all policies and procedures are consistently followed. Furthermore, we promote a culture of quality by engaging students and staff in quality-related discussions, ensuring their feedback is incorporated into improvement initiatives.

CHECK

To assess the effectiveness of our QMS, we regularly review performance metrics, feedback from stakeholders, and audit results. We analyse data from student and staff surveys, performance evaluations, and key quality indicators, such as student success rates and satisfaction levels. The Quality Assurance Committee conducts systematic reviews of these insights, identifying trends and areas for improvement. Monitoring ensures that our quality practices are aligned with both institutional goals and regulatory standards, enabling us to make informed decisions for continuous enhancement.

ACT

Based on insights gained from the Check phase, CMBS makes necessary adjustments to its quality management policies, procedures, and practices. If performance data or feedback highlights specific areas needing improvement, we implement targeted action plans to address these issues. We also benchmark our quality practices against other institutions and update our processes to reflect emerging best practices in higher education. Our commitment to continuous improvement ensures that our quality management system remains dynamic, adaptive, and effective in upholding the highest standards of excellence at CMBS.

4.3 Our Quality Cycle

Our quality cycle is a structured process that we use to manage and enhance quality across all areas of operation, supporting commitment to continuous improvement. The cycle is typically broken down into four key stages: **planning**, **implementation**, **assessment**, and **review**.

By consistently cycling through these stages, CMBS can ensure to maintain high standards and respond effectively to evolving educational and administrative needs. The following diagram provides a detailed overview of our quality cycle:

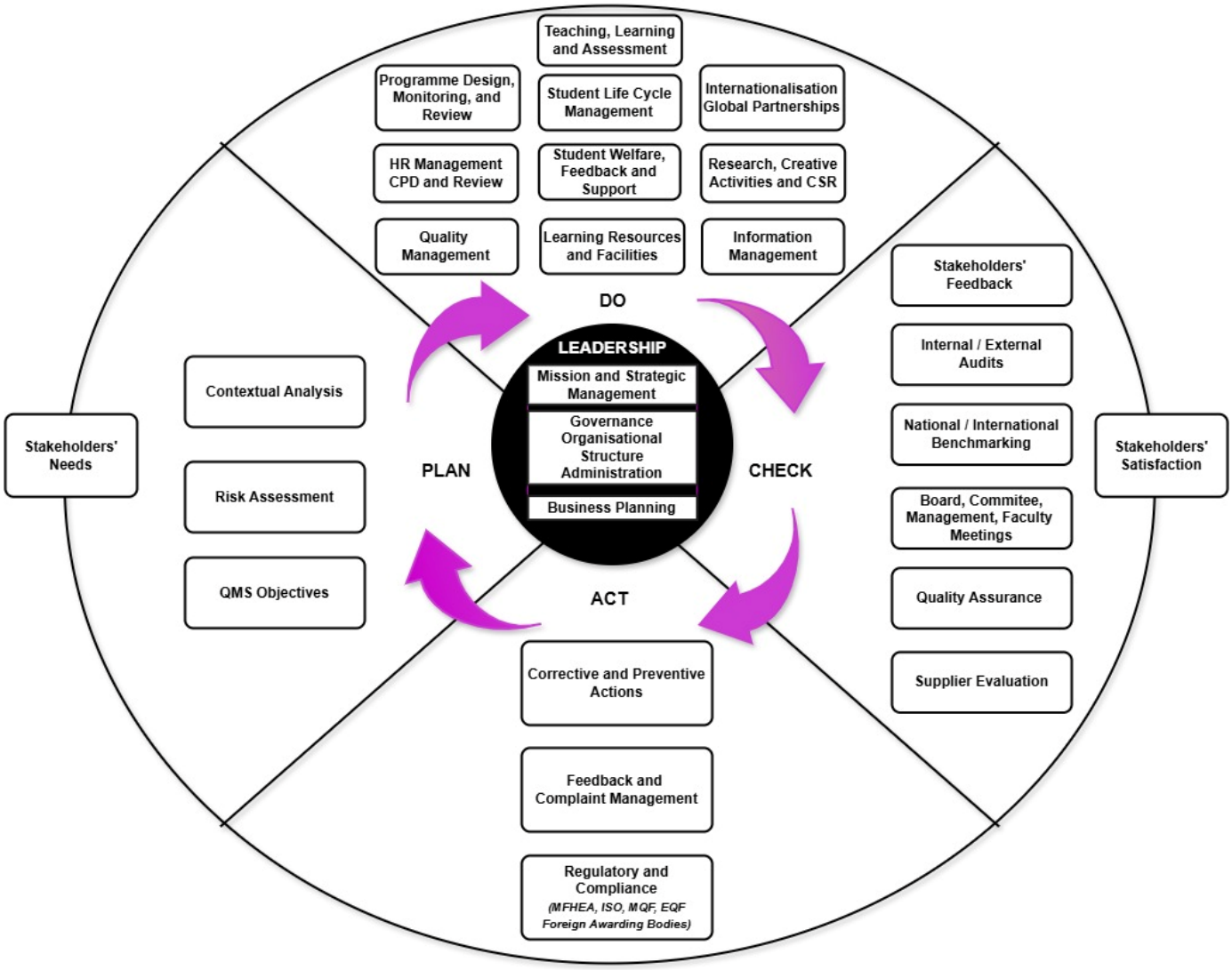


Figure 2: CMBS Quality Cycle

4.4 Internal Quality Monitoring

At CMBS, monitoring quality is a cornerstone of our commitment to academic excellence and continuous improvement. We employ a variety of tools, including surveys, performance metrics, and feedback mechanisms, to assess the effectiveness of our programmes and services.

Questionnaires are utilised to gather valuable insights from students, faculty, and alumni, covering aspects such as course satisfaction, teaching effectiveness, and overall institutional experience. This structured approach enables us to quantify perceptions and identify trends over time, ensuring that we remain responsive to the needs and expectations of our stakeholders.

In addition to questionnaires, performance metrics play a crucial role in evaluating the effectiveness of our academic programmes and operational efficiency. Metrics such as student retention rates, graduation rates, and course completion rates provide objective, data-driven insights into student success and institutional effectiveness. We analyse these metrics to track progress and make informed decisions that enhance the quality of education we provide to our students.

Feedback mechanisms further enrich our quality monitoring efforts by fostering open communication between stakeholders and institutional leadership. Through one to one meetings and focus groups, we encourage ongoing dialogue about the educational experience at CMBS. This approach ensures that we capture nuanced insights that might not be reflected in surveys or performance metrics. By actively engaging with our community, we can quickly identify areas for improvement and implement changes that enhance the overall quality of our programmes and services.

4.4.1 IQA Monitoring Tools

To ensure the continuous improvement and quality of our programmes and operations, CMBS utilises a variety of Internal Quality Assurance (IQA) monitoring tools. These tools allow for evaluation and feedback from both internal and external stakeholders, ensuring alignment with institutional objectives, regulatory requirements, and industry standards.

The implementation and review of quality management activities are structured around specific timeframes to ensure effective monitoring and continuous improvement. By defining clear timelines for key reporting cycles, we can maintain a proactive approach to quality assurance and align our efforts with institutional goals.

The following table outlines the key IQA monitoring tools, their frequency of use, and the responsible parties.

Table 1: Overview of IQA Monitoring Tools

Tool	Period	Responsibility
Student / Faculty Feedback Questionnaires	End of Module End of Programme	Academic Affairs Manager and team
Faculty/Staff Performance Reviews	Annually	School Principal Academic Affairs Manager Dept. Head
CMBS Approved Learning Centres Sampling / External Audits	End of module *(sampling)* Institutional Audit *(annually)*	Director of Quality and Compliance
Programme self-assessment report	End of 1st Cycle then Every 18 months	Academic Affairs Committee
Cyclical Programme Reviews	Min. every four years *(or as per programme calendar)*	Academic Affairs Committee
External Audits *(Eg ISO/ACCA/Coventry University)*	Annually (Or as required)	Director of Quality and Compliance School Principal/Academic Team
External Audits (MFHEA)	Every 5 years	Director of Quality and Compliance CMBS Team

Tool	Period	Responsibility
Tracer Studies	Every two years	Academic Affairs Committee Esprimi
Feedback, Complaints, Appeals Log	Ongoing	Academic Affairs Manager Student Affairs Executive School Principal
Assessment Sampling	End of each module	Academic Manager
Marking standardisation workshops	Annually	School Principal Academic Manager
Tutor Observations	Ongoing	School Principal Academic Manager
Brand Awareness Survey	Annually	Marketing Project Manager

Collectively, these monitoring tools contribute to a culture of transparency, accountability, and continuous improvement at CMBS.

4.4.2 Stakeholder Engagement

At CMBS, engaging both internal and external stakeholders such as students, staff, faculty and employers is crucial for the design, implementation, and evaluation of our programmes and services.

Staff and faculty feedback is gathered through annual performance reviews, one to one meetings, internal meetings and questionnaires. This information helps assess the effectiveness of implemented processes and identifies areas where additional support or training may be needed.

Employers are engaged in the design of academic programmes through various meetings and industry partnerships. Their input ensures that our curricula remain aligned with workforce needs and that students are equipped with the skills required in their fields. Moreover, employers and industry are invited as guest speakers on our programmes. This collaboration enhances the relevance of our programmes and strengthens industry connections. Our faculty members also come from industry providing students with practical insights and real-world experiences.

4.4.3 Monitoring of Stakeholder Feedback

Stakeholder feedback in monitored through formal and informal meetings, conferences, workshops, annual appraisal reviews and through various other channels.

Table 2: CMBS Formal Meetings/Reviews

Meetings	Period	Responsibility	Circulation of Minutes/Actions
CMBS Board	Quarterly	CEO	Board Members
Quality Committee	Monthly	Director of Quality and Compliance	Committee Members Ad hoc Invitees *(HOD's, Faculty, Students)*
Admissions and Scholarships Board	Every two weeks	School Principal	Committee Members Ad hoc Invitees *(HOD's, Faculty, Students)*
Academic Affairs Board	Every two weeks	School Principal	Board Members Ad hoc Invitees *(HOD's, Faculty, Students)*
Student Council	Quarterly	Academic Manager	Committee Members Quality Committee Students and Faculty
Faculty Meetings	Every 6 months	School Principal	Faculty Academic Affairs Committee Quality Committee
Management Meetings	Weekly	School Principal	CMBS Management Team
Town Hall Meetings	Every Quarter	School Principal	CMBS Staff and Management
Faculty One to One Performance Reviews	Annually	Academic Manager/School Principal	Faculty Member Academic Affairs Committee Quality Committee
Staff Performance Reviews	Annually	School Principal/CEO	Staff Member Quality Committee
Coventry University Examinations Board	Upon Request From CMBS	School Principal Coventry Link Tutor Academic Manager	Minutes / outcomes distributed to the Quality Committee

Table 3: Additional Meetings

Meetings	Period	Responsibility	Feedback Loop
One to one Student Meetings	Ongoing	School Principal / Academic Affairs Manager	Relevant feedback is Inputted into the Feedback, Complaints, Appeals Log
One to one Faculty Meetings	Ongoing	CEO / School Principal / Academic Affairs Manager	Relevant feedback is Inputted into the Feedback, Complaints, Appeals Log
Subject Expert Consultations	Ongoing	School Principal / Academic Affairs Manager	Minutes distributed to the Quality Committee
Meetings with Industry / Global Partners	Ongoing	CEO / School Principal	Feedback provided to the Quality Committee

5.5 Quality Management Systems Performance Audits

Annual Internal performance audits are conducted by the Director of Quality and Compliance, to evaluate compliance with quality standards and policies across academic and administrative functions. Internal audits involve reviewing documentation, interviewing stakeholders, and assessing the effectiveness of quality management processes.

Annual performance audits are also conducted for CMBS approved learning centres / CMBS Site of Learning.

6. Roles and Responsibilities

6.1 CMBS Team

Chief Executive Office / Chancellor

The CEO reports to the CMBS Board and is responsible to:

- Develop and implement strategic plans and policies to ensure the success of the school, including expanding its academic programmes, increasing student enrolment, and increasing revenue;
- Provide strong leadership and direction to the School Principal and staff, ensuring a collaborative and inclusive work environment that supports the school's mission and values;
- Build and maintain strong relationships with industry leaders, business organisations, and other stakeholders to ensure that the school remains current and relevant in the business education field;
- Oversee the school's financial management, including developing and managing the budget, maximising revenue, and identifying and managing financial risks;
- Represent the school to external stakeholders, including media, government agencies, and community organisations, advocating for the school's mission and values;
- Develop and maintain partnerships with other educational institutions and organisations to expand the school's reach and impact, including developing articulation agreements, dual degree programmes, and other strategic partnerships;
- Ensure that the school maintains compliance with all applicable laws, regulations, and accreditation standards;
- Give direction for the development and implementation of the school's marketing and communication strategies, including social media, website, and other channels.

Education and Experience

- A minimum of 10 years of relevant leadership experience, with a proven track record of success in an educational institution or a related field.
- A Master's degree or higher in business, education, or a related field.

School Principal / Vice-Chancellor

The School Principal reports to the CEO and is responsible to:

- Collaborate and ensure alignment of the various functions in the school with that of the Group as appropriate;
- Develop a strong team spirit with open communication and a positive working environment;
- In collaboration with the Head of Business Development, develop, manage, execute and monitor School growth strategy; ensure that the business strategy plans are based on sound financial basis and analysis;
- In collaboration with the Director of Quality and Compliance, set, build and continuously seek to achieve highest level of customer service.
- Regularly monitor the financial forecast and set corrective measures to mitigate and manage risk and financial exposure;
- Attract, recruit, develop and retain talent;
- Monitor and report on teacher performance;
- Provide guidance and counselling to teachers;
- Present data from school performance to board members;
- Make students and their needs a primary focus and develop and build a customer service culture;
- Ensure optimum cleanliness, safety and maintenance of the school premises;
- Ensure compliance to MFHEA licence, HR, health, safety, security and CMBS's policies and procedures.
- Ensure that all employees at the school understand and uphold the expected service quality level;
- Review and implement school policies;
- Organise school events;
- Attend conferences to gain knowledge on current educational trends;
- Research new resources and techniques to improve teaching;

Education and Experience

- Minimum of 5 years' experience in a senior management position
- MBA/Masters Qualification

Director of Quality and Compliance

The Director of Quality and Compliance (DOQ) reports to the CEO and is responsible to:

- Ensure that CMBS maintains its quality standards, at all times, across the whole operation both locally and with international partners.
- Oversee all documentation and processes relating to CMBS' internationalisation projects;
- Ensure that all departments are in line with requirements set by the MFHEA and other awarding bodies and all documentation in relation to agreements with third parties and audits is up to date.
- Communicate with both local and international regulators, awarding bodies, partners (CMBS approved centres), and employers (sites of learning) and act as their main point of contact when it comes to approval, quality standards and compliance.
- Oversee the reviews of all policies and procedures with the help of Department Managers;
- Ensure that IQA procedures are carried out appropriately in accordance with the CMBS quality manual, in itself subject to regular review;
- Implement all necessary quality assurance checks and audits and communicate dates for such checks to the respective department managers;
- Ensure that assessment specifications are strictly adhered to and that all procedures for recording purposes meet the appropriate standards stipulated by the MFHEA;
- Manage communication with External Quality Assurers;
- Be the main point of contact for audits undertaken by respective awarding bodies;
- ensures that CMBS has a rigorous and robust risk managed assessment and sampling strategy in place;
- Ensure CMBS maintains assessment records meeting respective awarding bodies' requirements;

Education and Experience

- Candidates should hold a minimum MQF Level 7 qualification (Master's Degree) with at least 10 years of work experience in a management position, or MQF Level 8 qualification (PhD) with at least 5 years of work experience in senior management positions.

Client Relations and Community Engagement Manager

The Client and Community Engagement Manager reports to the School Principal and is responsible to:

- Play a pivotal role in enhancing the relationship of CMBS with other educational organisations, prospective students, alumni, and the broader community;
- Focus on promoting academic programmes, fostering partnerships, and driving engagement within local communities;
- Serve as a key point of contact for prospective students, parents, and alumni, providing clear information about academic programmes and new initiatives;
- Offer personalised advice to students about academic pathways and career opportunities;
- Foster ongoing relationships with alumni, encouraging their involvement in student mentoring and outreach initiatives;
- Build partnerships with local schools and educational organisations to promote the institution's academic programmes;
- Collaborate with schools and community leaders to organise events and workshops that engage youth and promote educational opportunities;
- Lead outreach activities that support students' academic journeys, including mentorship programmes, career advice, and community workshops;
- Organise informational sessions and outreach events in collaboration with industry, schools and local organisations;
- Coordinate youth engagement activities, such as mentoring days, career fairs, industry visits and academic guidance sessions;
- Partner with schools, industry and community centres to offer joint educational events and ensure maximum participation;
- Work closely with student recruitment, academic and student support, and marketing teams to ensure alignment in outreach;
- Monitor and report on the success of community engagement and client relations activities, providing feedback to leadership;

Education and Experience

- Master's degree in education, Communications, Community and Youth Studies or a related field. Minimum 5 years of experience in client relations, community outreach, preferably in higher education or nonprofit sectors.

Student Recruitment Manager

The Student Recruitment Manager reports to the School Principal and is responsible for:

- Liaising with prospective students to give accurate information about the courses available and to provide advice and guidance on which programme bests suits their needs;
- Identifying new business opportunities and partners;
- Ensuring that CMBS reaches its sales targets;
- Cultivate strong relationships with new clients while maintaining existing client relationships.

Education and Experience

Minimum of MQF Level 6 qualification with at least 3 years of work experience OR Minimum MQF Level 5 qualification with at least 5 years work experience.

Marketing Manager

The Marketing Manager reports directly to the School Principal and is responsible for:

- Developing and implementing marketing strategies and related communications in line with brand plans and business priorities;
- Planning and managing comprehensive digital marketing campaigns across all digital channels including web, SEO/SEM, database marketing, email, social media and display advertising campaigns;
- Reviewing and optimising the design and content of all online assets including the company website and social media pages;
- Planning and controlling the digital marketing budget and spending by allocating budgets to different channels;
- Managing and maintaining the school's website;
- Analysing the results and effectiveness of campaigns to deliver actionable insights and recommendations and generating monthly reports;
- Regularly monitoring user analytics and use these insights to drive strategies to improve customer engagement and lead generation;
- Collaborating with other departments to manage reputation, identify key players and coordinate actions.

Education and Experience

Minimum of MQF Level 6 qualification with at least 3 years of work experience

Academic Affairs Manager

The Academic Affairs Manager reports to the School Principal and is responsible to:

- Oversee the academic operations within CMBS;
- Curriculum development, faculty management, student support, and ensuring that the academic programs meet the highest standards of quality and compliance;
- Work closely with faculty, administration, the quality committee and students to foster an environment conducive to academic excellence and continuous improvement;
- Lead the development, implementation, and evaluation of academic programmes and courses;
- Ensure curricula align with accreditation standards;
- Collaborate with faculty to update and enhance course content;
- Recruit, train, and supervise faculty members;
- Conduct performance evaluations and provide CPD opportunities;
- Foster a collaborative and supportive environment among faculty members;
- Oversee academic advising and support services to enhance student success;
- Address student concerns and grievances related to academic issues;
- Monitor student progress and implement interventions when necessary;
- Develop and maintain academic policies and procedures;
- Conduct regular reviews and assessments of academic programmes;
- Ensure optimal utilisation of academic facilities and resources;
- Contribute to the development and implementation of the institution's strategic plan;
- Lead initiatives to enhance academic quality and institutional reputation;
- Prepare reports for internal and external stakeholders.

Education and Experience

- Level 7 degree in Education and at least 2 years' experience in an academic administrative role; OR Level 7 qualification and a minimum of 5 years' experience in an academic administrative role.
- Strong understanding of curriculum development, instructional design, and accreditation processes.

Admissions and Student Affairs Executive

The Admissions and Student Affairs Executive reports directly to the School Principal and is responsible to:

- Provide administrative support to all students ensuring that high standards of quality and service are maintained;
- Work closely with all department heads, faculty members, students and office administrator;
- Support the Academic Manager in the running of the academic department;
- Identify and resolve academic administrative queries in a timely and appropriate manner;
- Liaise and support the school principal to ensure customer satisfaction;
- Suggest and help implement new procedures in the academic department together with the Academic Manager;
- Plan focus groups for tutors and students and inform said target groups of dates when such meetings will be held;
- Assist students with concerns regarding timetables and attendance;
- Work closely with the systems administrator to ensure that tutors and students are making use of available resources effectively and efficiently;
- Ensure that all information relevant to the students is uploaded in the LMS and kept updated;
- Work closely with the Director of Quality to ensure that all policies and procedures within the academic department are updated;
- Ensure that all students are sent any communication pertaining to acceptance on a programme, programme schedule, changes to schedule, information re assessments, submission details etc… in a timely manner;
- Ensure that all students fill in the feedback forms when these are due; schedule student council meetings, attend and minute such meetings and share said meeting minutes with CMBS management;
- Help organise student graduations to be held once a year;
- Set up and communicate all information in relation to upcoming induction programmes for new students and tutors.

Education and Experience:

- Candidates should hold a minimum MQF Level 5 qualification (Diploma) with at least 5 years of work experience in an education or business environment or similar field;

Admissions and Student Affairs Junior Executive

The Admissions and Student Affairs Junior Executive reports directly to the Student Recruitment Manager. Responsibilities include:

- Assisting with international student admissions and ensuring a smooth experience from recruitment through to enrolment.
- Engage and support CMBS's existing network of recruitment agents. Assist them with the admissions process, providing guidance on required documentation, answering queries, and ensuring that all admission criteria are met.
- Assist international students, through the agents, with their applications, ensuring a smooth and efficient process. This includes guiding them on document submission, clarifying entry requirements, and resolving any admission-related concerns.
- Liaise regularly with IDENTITA to facilitate the visa application process for international students. This includes ensuring all documents are in place, tracking the progress of visa applications, and following up on visa acceptances.
- Once students are enrolled, provide assistance with Temporary Residence Permit (TRP) applications and other administrative tasks.
- Work closely with the Student Recruitment (Business Development) Manager to resolve any issues international students may face,

Education and Experience:

Candidates should hold a minimum MQF Level 5 qualification (Diploma) with at least 2 years of work experience in an education or business environment or similar field;

Projects Executive

The Projects Executive reports to the CEO, providing well-researched insights to support decision-making and turning innovative ideas into actionable plans. Responsibilities include:

- Leading major projects such as the Annual Business Conference and EU Projects coordination.
- Provides high-level support to the CEO as needed and acts as a liaison between the CEO and internal/external stakeholders.

Education and Experience

Level 7 degree and at least 2 years' experience in Project Management with a strong understanding of EU projects, strategy development and cross-border collaboration processes.

Systems Administrator

The Systems Administrator reports directly to the School Principal and is responsible to:

- Assist faculty and students through LMS administration, integration, training and support;
- Develop and present training workshops and follow-up support for faculty on instructional tools;
- Integrate current educational technologies to promote effective teaching strategies and improve student learning experiences;
- Design online training modules, incorporating a variety of web design and instructional tools that include graphics, streaming video, and audio;
- Respond to enquiries and requests from users as escalated through the support process;
- Backups, monitoring and updating of systems;
- Configure, administer, maintain, update and document the LMS environment;
- Assigned as CMBS's Data Protection Officer (DPO). Understanding the legal requirements in terms of maintaining records such as data protection, confidentiality, and secure storage of records;

Education and Experience:

Minimum MQF Level 6 IT qualification with at least 3 years of work experience in the field.

Office Administrator

The Office Administrator reports directly to the School Principal and is responsible to:

- Offer support to all Line Managers within the team to ensure that they can focus on their main tasks and have all the resources they need in order to do so.
- Manage and organise office supplies and administrative resource.
- Handle enquiries and correspondence,
- Assist in coordinating events, workshops and seminars hosted by the school.
- Maintain accurate records and files related to student and faculty information.
- Assist in preparation of reports, presentations and academic materials.
- Support basic financial tasks, such as tracking expenses and processing invoices.
- Act as a liaison between students, faculty and administration.

Education and Experience:

Minimum post-secondary level of education and 2 years of experience in administration

6.2 CMBS Faculty

Tutor / Lecturer

Tutors/Lecturers report directly to the School Principal and are responsible to:

- Deliver content of each unit, engaging and motivating learners, and providing them with key information necessary for their academic success. must be well-versed in the unit specification sheet, assessment brief, and CMBS grading rubric to guide students effectively through their learning journey.
- Contribute to the development of the curriculum, support quality assurance, and ensure that tutor performance targets are met.
- Deliver course content effectively, ensuring that all unit learning outcomes and assessment criteria are met;
- Engage and motivate students through various teaching methods;
- Adapt teaching methods and instructional materials to accommodate students' varying needs, abilities, and interests;
- Plan the assessment approach to ensure alignment with unit learning outcomes and assessment criteria approved by the Malta Further and Higher Education (MFHEA);
- Judge students' submissions against the CMBS Grading rubric to evaluate their learning success and provide constructive feedback;
- Ensure accuracy and consistency in assessment decisions for all students and among other assessors;
- Verify that student evidence is valid, authentic, and free from plagiarism,
- Observe students to assess their qualifications, limitations, abilities, interests, and other individual characteristics;
- Identify gaps in student achievement and implement strategies to address gaps;
- Provide individualised support to students as needed, adapting teaching methods to meet their unique learning needs;
- Liaise with the Academic Manager and the Internal Verifier to ensure consistency in the assessment approach.
- Monitor all learner attendances;
- Review and adhere to all policies and procedures
- Contribute to the preparation of course materials and ensure they are aligned with unit learning outcomes stipulated in the unit specification sheet.

Tutors/Lecturers agree to:

- Contribute to and represent the overall visions and values of CMBS.
- Actively promote the diversity agenda within CMBS.
- Attend tutor meetings to stay informed and engaged with ongoing developments.
- Play an active role in quality assurance, ensuring that tutor performance targets are met and maintained.
- Contribute to the development of the relevant curriculum and the wider curriculum.
- Compile/update course material based on the learning outcomes provided on the unit specification sheet using the CMBS templates,
- Update presentations/course material regularly, at least once a year, to be in line with industry updates.
- Complete grading online via VLE by the Tutor's stipulated correction deadline, typically 10 days after the student assessment deadline.
- Give students support via CMBS email and/or the LMS during the duration of the module up to the assessment submission stage.
- Respond to students' queries within 48 hours.
- For classroom-based lessons, arrive at least 30 minutes prior to each lesson to ensure the presentation is set up and to be present to answer any queries the students may have. Where lessons are held online, the Tutor shall be logged into the sessions at least 15 minutes prior to the start time.
- Provide CMBS with feedback on the class/students and their performance after each module.
- Underdo ad hoc delivery observations and attend an annual review as part of our quality assurance processes.
- Deliver a minimum of one peer training session to the CMBS faculty per annum.
- Attend the CMBS annual graduation ceremony which is typically held in Quarter 1.

Education & Experience:

- MQF Level 6 (180 ECTS) degree qualification for teaching staff delivering **MQF Level 5** programmes.
- MQF Level 7 (90 ECTS) degree qualification for teaching staff delivering **MQF Level 6 or MQF 7** programmes.
- MQF Level 8 doctorate qualification for teaching staff delivering **MQF Level 8** programmes.

Internal Verifiers (IV)

As part of the overall CMBS Internal Quality Assurance policy and strategy, the Internal Verifier(s) (IV) role is key and has responsibilities, which are distinct from the role of the of the Tutor/Lecturer. The role of the Internal Verifier(s) is not simply 'second marking' of the assessor decisions.. The (IV) ensures that the Tutor/Lecturer are consistent in their interpretation and application of the assessment criteria / requirements specified in the qualification and/or assessment document.

The Internal Verifier reports to the Academic Manager and is responsible to:

- Ensure the accuracy and consistency of assessment decisions between assessors;
- Monitor the tutors' marking regimes, making sure criteria are followed;
- Monitor the students' shared knowledge within the assignment, thus monitoring the assessors' delivery;
- Provide constructive feedback and advice on a tutors' performance to address any areas for development and maintain good practice;
- Play an active role in quality assurance, ensuring that faculty performance targets are met and maintained;
- Contribute to and represent the overall visions and values of CMBS;
- Actively promote the diversity agenda within CMBS;
- Attend faculty meetings to stay informed and engaged with ongoing developments;
- Underdo ad hoc sampling and attend an annual review as part of our quality assurance processes;

Education & Experience:

- MQF 4-6 Qualifications - Minimum of MQF Level 6 qualification with at least 5 years of work experience in management positions or a minimum MQF Level 5 qualification with at least 10 years of work experience in senior management positions
- MQF 7 Qualifications – Minimum of MQF Level 7 degree qualification with at least 5 years of work experience in management positions or a Level 8 doctorate qualification.
- MQF 8 Qualifications - Minimum of MQF Level 8 doctorate qualification.

6.3 CMBS Boards and Committees

Quality is of paramount importance to CMBS and to ensure that all aspects of the operation are given the focus and importance they deserve, we have built a Quality Management structure that is split into three Boards and two Committees, namely:

1. CMBS Board / Admissions and Scholarships Board / Academic Board
2. Quality Assurance Committee / Student Council

These bodies play a crucial role in maintaining high standards across all aspects of the school's operations, from quality assurance and academic matters to admissions, scholarships, and student representation. Each board and committee has specific terms of reference, roles, and responsibilities that contribute to the strategic direction and operational excellence of CMBS. Together, they ensure that the needs of both students and faculty are met within a structured, transparent, and collaborative framework.

At CMBS, board/committee membership terms are flexible to accommodate the evolving needs of CMBS. Members are appointed based on their expertise and can serve for varying lengths of time, depending on the specific requirements of the board/committee and the institution.

CMBS Board

The CMBS Board comprises the CEO, School Principal, Director of Quality, Compliance & Accreditation, Accountant, and the holding board members of the company. A quorum of at least 51% of members is required for decision-making.

The CMBS Board primarily focuses on the business aspects of the organisation, serving as the forum where shareholders and the key management team assess the overall health of the institution. Discussions include reviewing key financial figures and ensuring that CMBS has the necessary resources to operate effectively while maintaining a financially sound approach.

Additionally, the CMBS Board serves as a platform for discussing and evaluating new ideas and opportunities. These can be approved for further investigation or implementation, postponed for future consideration, or shelved altogether.

Given the sensitive nature of strategic decisions and confidential matters discussed, student representation is not included in CMBS Board meetings. This ensures that discussions remain focused on high-level governance, institutional strategy, and policymaking.

The CMBS Board holds the ultimate authority in determining the institution's strategic direction and governance. It does not report to any external body within CMBS, as it is the final decision-making authority on matters of strategy, policy, and institutional oversight. The Board's decisions are communicated directly to the Executive Leadership ensuring that CMBS operations align with its strategic objectives and vision.

CMBS Quality Committee

The CMBS Quality Committee comprises the CEO, Director of Quality and Compliance, School Principal, and the Academic Affairs Manager. External quality experts, industry professionals, academic staff, administrative staff, and student representatives may be invited to participate, providing objective perspectives. Decisions are made by consensus, with a quorum of at least 51% of members required.

The Quality Committee is responsible for ensuring that CMBS consistently upholds the highest standards of academic quality and institutional performance. It oversees the implementation and monitoring of quality assurance mechanisms across all programmes and processes, fostering a culture of continuous improvement and ensuring alignment with regulatory standards.

Key responsibilities are to:

- Ensure compliance with accreditation requirements and regulatory frameworks, including those set by the Malta Further and Higher Education Authority (MFHEA).
- Ensure compliance with institutional policies.
- Develop, implement, and review quality assurance policies and procedures.

- Ensure that all academic and non-academic operations meet or exceed internal and external quality standards.
- Recommend actions to address areas of improvement, ensuring alignment with CMBS's strategic objectives.

The committee reports its findings and recommendations directly to the CMBS Board.

Academic Board

The Academic Board is comprised of the School Principal, Academic Manager, and the Admissions and Student Affairs Executive. The board may also invite tutors, internal verifiers, and student representatives when necessary. External industry experts and CMBS lecturers are involved in discussions related to new course development. Decisions are made by consensus, with a quorum of at least 51% of members required.

The Academic Board is responsible for ensuring that all academic programmes at CMBS meet the highest standards of educational quality and are aligned with industry and regulatory requirements. It plays a key role in shaping the academic direction of the institution, focusing on the development, implementation, and continuous improvement of the curriculum and CMBS's operation.

Key Responsibilities

- Oversee the effectiveness of teaching, learning, and assessment practices through regular feedback, evaluation, and programme reviews.
- Monitor the fairness, transparency, validity and consistency of assessments and examinations, ensuring internal and external verification processes are rigorously followed.
- Ensure robust feedback mechanisms for both students and staff are in place, using the feedback to drive continuous improvements.
- Review programme design, development, monitoring, and evaluation processes to ensure alignment with institutional goals, market needs, and regulatory requirements.

- Facilitate new course development in collaboration with industry experts, faculty, and stakeholders to ensure they meet required standards and respond to current industry needs.
- Uphold the highest standards of integrity and professionalism in research conducted by CMBS students, ensuring adherence to the ethical principles outlined in the Research Proposal Form.

The Academic Board reports its findings and recommendations to the Quality Assurance Committee.

Admissions and Scholarships Board

The Admissions and Scholarships Board at CMBS is composed of the School Principal, Director of Quality, Compliance & Accreditation, Student Recruitment Manager and the Academic Manager. Faculty and student representatives may also be invited to participate in discussions. Decisions are made by consensus, with a quorum of at least 51% of members required for decision-making.

The Admissions and Scholarships Board is responsible for overseeing the admissions process, ensuring fairness, transparency, and alignment with CMBS's mission and values. It plays a crucial role in selecting candidates for admission and scholarships, ensuring that only eligible and promising applicants are offered a place at CMBS, while adhering to regulatory standards.

Key Responsibilities

- Oversee and ensure the fairness and integrity of the admissions process, especially in complex or non-standard cases.
- Review and approve applications escalated by the Student Recruitment Team, considering factors such as academic qualifications, life experiences, and potential for success.
- Monitor and evaluate the effectiveness of the admissions process to ensure it aligns with CMBS's mission of inclusivity, high academic standards, and equal opportunities.

- Conduct assessments of applicants through the Recognised Prior Learning (RPL) process for those who do not meet traditional entry criteria but demonstrate significant life or work experience.
- Manage the awarding of scholarships, ensuring transparency and alignment with institutional objectives.
- Liaise with faculty, industry experts, and student representatives to assess and improve the admissions criteria.

The Admissions and Scholarships Board reports its decisions and findings to the Quality Assurance Committee.

Student Council

The Student Council at CMBS is composed of a Student Representative from each intake, members of the Admissions and Student Affairs team, and the Academic Affairs team. Refer to the **Student Life Cycle Policy and Procedures** for further information regarding the election process for student representatives.

The Council meets on a quarterly basis to discuss matters related to the student body and to enhance the overall student experience at CMBS.

All decisions and discussions are made collaboratively, with the goal of improving the student experience and ensuring inclusivity.

The Student Council provides a platform for students to voice their concerns, offer feedback, and actively participate in shaping their learning environment. It plays a vital role in fostering a collaborative relationship between students and the administration, ensuring that the student experience is continuously improved and aligned with CMBS's values and goals.

The student representatives can also call for an extraordinary meeting of any of the CMBS boards/committees where they or any of their peers feel that an unfair decision has been taken against any CMBS student.

Key Responsibilities

- Student Representatives serve as the primary link between the student body and the CMBS administration, ensuring that student concerns, suggestions, and feedback are effectively communicated and addressed.
- Promote student engagement and inclusivity by ensuring that diverse voices are represented and advocating for accessibility and equality in all aspects of student life.
- Contribute to quality assurance processes by participating in discussions on programme design, monitoring, and review, and in internal and external reviews as needed.
- Organise and participate in events aimed at student engagement, community

building, and corporate social responsibility (CSR) initiatives, such as fundraising activities and social events.

- Gather and relay student feedback to the Admissions and Student Affairs team through surveys, focus groups, and meetings, ensuring that this feedback informs timely improvements in the student experience.
- Facilitate collaboration between the student body, faculty, and administration to address any concerns and continuously enhance the learning environment at CMBS.

The Student Council reports its findings, discussions, and recommendations to the Academic Affairs Board and the Quality Assurance Committee.

7. Associated Policies

It is essential to recognize that our Quality Management Policy is interconnected with all other QMS policies. This relationship ensures a cohesive and comprehensive approach to quality assurance throughout the institution. Each policy complements and supports the others, creating an integrated framework that fosters continuous improvement and maintains high standards across all areas of our operations.