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## Erasmus Policy Statement (Overall Strategy)

*Please describe your institution's international (EU and non-EU) strategy. In your description please explain a) how you choose your partners, b) in which geographical area(s) and c) the most important objectives and target groups of your mobility activities (with regard to staff and students in first, second and third cycles, including study and training, and short cycles). If applicable, also explain how your institution participates in the development of double/multiple/joint degrees.*

FOS is a new Faculty that has enrolled its first students three years ago and has been oriented toward strategic partnerships from the beginning. We developed our own model of selecting and cooperating with strategic partners. One of the five strategic partner groups is also higher education institutions. We seek schools that are similar to ours and also those that compliment FOS and those that we can develop joint programs and further ideas with. We choose partners based on their general references emphasizing their pedagogical and research excellence as well as their international objectives. We also evaluate personal experiences that current partners or professors have had. We look for personal contacts, especially in the first phase where we want to have fruitful and efficient partnerships. In the next phase, withstanding infrastructure and human resources platforms will be used to further stimulate cooperation. FOS is an independent institution that is a partner in the university initiative that is developing in our region. When the university is established, we will further enhance international cooperation through a university international relations office and with that also improve our work with partner institutions. b) in which geographical area: The vision of FOS is that we wish to be one of the lead European centers in the area of quality and excellence. This goal has to be obtained gradually, as we are aware that our school is young and that older schools and universities have a longer tradition in their quality efforts. Because we are an independent institution (and not yet part of a university), we are limited in available resources. We are in the final phase of optimizing partnerships with other institutions from neighboring countries (EU members and non-member); namely because our goal by 2015 is to become recognized in the area of the ex-Yugoslav countries. By 2020 we would like to be recognized in the Danube Region. At the same time, we are cooperating with partners from other areas of EU and outside. Together we are attempting to build our institutions in our local and greater regions and coming closer to our institutions vision. Because our graduates will be employed on the global market and because we want to find good global practices, we will also strategically form partnerships outside of EU (USA, China, India, etc.). and c) the most important objectives: In the first phase, our target group are our staff (academic and non-academic ) and students. We realize that FOS is based on the people within it mand that with their growth their personal quality and also their quality and excellence in teaching and research processes grow. We are oriented toward exchanges that would allow our staff more opportunities for personal growth and for making personal connections with professionals and academics in their professional and academic areas. These can be the basis for spreading and enriching cooperation among institutions. Here we are oriented towards the exchange of good practices among teachers, non-teaching staff and students by implementing study exchanges, visiting lectures, summer schools, scientific meetings and conferences, and so on. The study programme at FOS is currently on a part-time basis. Our students are employed and mobility for them is quite specific. In the next phase, when FOS will execute full-time studies, our key orientation is in the mobility of students. The first phase is in establishing connections among academic staff of FOS and partner institution and students that will serve in ensuring mobility of students and encouraging the triangulation of student, FOS mentor and partner school mentor. We are especially interested in the execution of student practicums and traineeships that are required in the first cycle, applicative project work within our Master's study programme and especially ensuring internationally based research within our doctoral and post-doctoral research programmes with which we can improve the quality of dissertations and also the dissemination of their findings. Joint degrees: Forth most, our goal is in researching the concept »organization« from the viewpoint of an individual (personal excellence, healthy lifestyles)

and from the institutional viewpoint (new public management). In our target area - quality management we wish to create a research consortium (especially in post-doctoral projects) to eventually develop a FOS TQM Model. As such, our strategic orientation in international cooperation is oriented towards greater level of trust among individuals and consequently among institutions whose common goal is to develop and implement joint degrees. Based on mutual interests in the first phase we will develop joint summer schools and then in the second phase a series of scientific meetings and conferences and in the final phase creating an expert group for developing a mutual program.

***If applicable, please describe your institution's strategy for the organisation and implementation of international (EU and non-EU) cooperation projects in teaching and training in relation to projects implemented under the Programme.***

These are: Study excellence: we expect key contributions of ensuring more quality oriented and internationally relevant competencies that students need to improve employability and personal development. Very important are also the breadth and depth of competencies of academic staff that will be strengthened through the Programme. Scientific-research excellence: Implementing projects in the Programme (Regional Excellence, Competencies for the new millennium..) will contribute towards improving research excellence and with its results will in the long-term ensure pedagogic excellence. Business excellence: Through the Programme contributing to long-term security and financial stability of FOS. Included is the satisfaction of students and partners as their satisfaction is our best reference and indicator of business excellence. Student satisfaction: Through the Programme we will diversify, expand, and enrich studies and with that also enable students to complete their studies quicker, enriched through international experience and towards a more complete personal development enabling them to become more proactive and responsible EU citizens. The key is in increasing their employability and quality in their lives. R&D satisfaction: Through the Programme we will also contribute towards the satisfaction of R&D clients; namely because of working with the Programme the quality of our work will improve. Employee satisfaction: The key is in achieving such personal development of employees that creativity and innovation is a regular occurrence in their daily routines. Academic staff improve their pedagogic and research missions, administrative staff improve the quality of their work. Social responsibility: These principles will be interconnected through all partner projects, especially through ethical activities that are integrated in the organizational cultural values and by implementing behavior standards based on efforts towards economic, social and ecological sustainability.

***Please explain the expected impact of your participation in the Programme on the modernisation of your institution (for each of the 5 priorities of the Modernisation Agenda\*) in terms of the policy objectives you intend to achieve.***

1.Number. Because we are a small HEI that caters mainly to employed non-traditional students, we will continue to increase our disadvantaged and vulnerable groups by providing financial assistance, tutoring, as well as providing a scholarship to an under-represented group and/or lower income group per year. We also partner and cooperate with vocational schools to promote higher education. Our efforts are through individual support of each student. 2. Improving quality: FOS received the ISO 9001 standard and throughout we involve employers to design/ deliver courses, which is reviewed on a 2 year basis. We are developing blended learning on an OLE to meet the needs of our working students and to receive the digital skills. Our doctoral program is also involved with the labour market with workplace research issues. Our career center includes alumni from our school that tracks employment, provides training etc. 3. We recognize academic recognition of credits gained and we also have mechanisms in place to recognize academic credits obtained with non-Erasmus holders and to guide participants with visas, assist with mobility, and to support participants in improving mobility. 4. Linking: FOS has been establishing strategic partnerships with other HEI from its beginning. Currently, we are creating ties to the Danube region which will be enriched through the program. We also have the institute for business excellence, where strategic partnerships have been created to bring the business world into the academic arena. 5.Improving: Through the Programme we wish to improve our competences and those of our partners in the governance and funding of more effective leadership of HEI. We have developed our own model of strategic planning to more prudent uses of resources and improving the efficacy of projects. We are also an HEI that also relies on alternative sources of funding, mainly through tuition, consultation, teaching excellence center and institute for business excellence.