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THE IMPACT OF IMPLEMENTING ISO 21001:2018 STANDARD ON THE OPERATIONS OF BELGRADE METROPOLITAN UNIVERSITY

Abstract: *There are a plethora of ISO standards, tailored to different industries and domains. This includes ISO 21001:2018, a standard adapted to educational institutions. This standard represents a set of requirements that can be applied to any educational organisation, regardless of its size, type and location, in order to achieve more efficient and effective operations. By analysing the current operations of educational institutions in our country, it was found that the University of Belgrade is the only educational institution that implemented ISO 21001:2018, on 20 September 2021. However, no private university has done so. Based on this, the idea for the implementation proposal of the aforementioned standard at Belgrade Metropolitan University was created, where the analysis of the current Belgrade Metropolitan University's operations and the current quality management method will be presented, as well as the reasons for ISO 21001:2018 standard implementation.*

Keywords: *ISO 21001:2018, Belgrade Metropolitan University, quality and standardisation, student satisfaction, general regulations, educational institutions*

1. Introduction

Quality is not only measured by profit and loss or by outperforming the competition. Rather, it is measured by reliability, the fulfilment of promises and the overall meeting of customer expectations (Brooks, 2020). ISO standards are the most well-known, internationally recognised quality standards. There are a plethora of ISO standards, tailored to different industries and domains. This includes ISO 21001:2018, a standard adapted to educational institutions. ISO 21001:2018 represents a set of requirements that can be applied to any educational organisation, regardless of its size, type and location, in order to achieve more efficient and effective operations (Raj,

2022). This standard includes key factors such as strategic direction, business policy, social responsibility and so on. By analysing the current operations of educational institutions in our country, it was found that the University of Belgrade is the only educational institution that implemented ISO 21001:2018 standard, on 20 September 2021. However, no private university has done so. Based on this, the idea for the implementation proposal of the aforementioned standard at Belgrade Metropolitan University was created. The following paper will present an analysis of the current Belgrade Metropolitan University's operations and the existing quality management method. This will be followed by an examination of the

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relationship between the existing quality management method and ISO 21001:2018 standard; an analysis of the results obtained and the reasons for ISO 21001:2018 standard implementation.

1.1 Literature Review

The aim of reviewing domestic and international literature on the topic of increasing quality in educational institutions is to explore various aspects and research results in the mentioned field.

As the first step in this piece of research, the current and planned state of the education system in the Republic of Serbia was examined. In 2011, the Ministry of Education and Science created a project for the advancement of the Strategy for Education Development in Serbia by 2020, (Vlada Republike Srbije, 2020) which is closely related to the topic of our research. In the mentioned project, the answers are provided to the questions about what the education system in Serbia should look like after 2020, what actions and measures are needed in order to implement the project, what relationships should be developed with other national systems in order to maximise contributions to societal development and how the Serbian education system can become a competent part of European education, with an emphasis on higher education (Vlada Republike Srbije, 2020).

Unlike the structure of the Strategy for Education Development in Serbia by 2020 (Vlada Republike Srbije, 2020), the document of the Strategy for the Development of Education and Upbringing in the Republic of Serbia until 2030 (Vlada Republike Srbije, 2021) is based on the provisions of the Law on the Planning System. The focus of the aforementioned strategy is not on the presentation of strategic priorities by education level, but on the thematic areas common to different education levels (Vlada Republike Srbije, 2021).

Taking into account that standardisation is one of the key factors in improving each company's quality of operations, numerous research studies regarding quality standards were considered, primarily focused on improving the operations of educational institutions.

According to Gilbert (ISO Alongside, Instead, or Inside? The potential of ISO 21001:2018 to change, 2020), there are numerous connections, as well as discrepancies between ISO 9001:2015 and ISO 21001:2018 standards, with a special emphasis on how ISO 21001:2018 is adapted to the needs of educational institutions and their interested parties. The article "ISO 21001:2018 – Educational organizations – Management systems for educational organizations – Requirements with Guidance for Use" (Lachapelle, Aliu, & Emini, 2018) also discusses basic information about ISO standard and the comparison between ISO 9001:2015 and ISO 21001:2018 standards, as well as the advantages of implementing ISO 21001:2018 standard. Looking at these two articles together, valuable guidance is obtained for educational institutions that want to improve their operations. The article "The New Management System ISO 21001:2018: What and Why Educational" (Wibisono, 2018) also discusses why educational institutions need to adopt ISO 21001:2018 in order to improve their management systems, bearing in mind that it has been specifically developed to meet their needs.

Later works, such as *Quality Assessment and Improvement Strategy Model for Higher Education Institutions in the Technical-Technological Field* (Lazić, 2020), discusses the implementation of ISO 21001:2018 standard in various fields of education.

1.2. Objective of Implementing the Standard

In short, the aim of this paper is to introduce ISO 21001:2018 and to apply it to the operations of Belgrade Metropolitan

University. This standard will contribute to raising the quality of work at the University for all interested parties. Moreover, the goal of implementing ISO 21001:2018 is to achieve competence through improved lectures, learning and research. This competence can also be observed at the level of the University itself, given that this standard has not been implemented at any higher education institution in Serbia, except at the University of Belgrade. Thus, Belgrade Metropolitan University will distinguish itself in the market of private universities. For many years, international universities have successfully implemented this standard and obtained positive results that are mostly reflected in improved study conditions, as well as better working conditions within the universities themselves. In order to meet the general objectives, it is necessary to carry out a certain set of actions and meet certain criteria:

1. perform process decomposition at the level of a higher education institution in the field of management, information technology and design,
2. conduct an analysis of the requirements of all interested parties at the University (students, parents, employees and employers) and
3. define appropriate key performance indicators (KPIs).

2. About Belgrade Metropolitan University

Belgrade Metropolitan University was founded in 2005 and at that time it only included the Faculty of Information Technologies. It operated according to the principles defined by the Bologna Declaration for the European education system and from the beginning it had the vision of its ultimate goal, which is to become a world-class university. In the following years, the University expanded to

include two additional fields, management and design, and thus became well-known under the name Belgrade Metropolitan University. It gained a competitive advantage by introducing distance learning, which was not prevalent in Serbia at the time, thereby increasing the number of its students.

2.1 Mission, Vision and Values

“Mission – Belgrade Metropolitan University educates future professional and ethical leaders, prepared for the challenges of future society, who are good at problem-solving or in creating their businesses based on new ideas; because in addition to the necessary knowledge, they also possess the ability to learn, think creatively and systematically, practise entrepreneurship, while upholding high ethical values, standards and principles of their profession.

Vision – Belgrade Metropolitan University is a leading research and educational institution that educates future professional and ethical leaders in Serbia and the region, capable of shaping our future. The leaders' strength lies in high-quality education and close cooperation with the economy. Belgrade Metropolitan University, as an innovative and entrepreneurial university, pays special attention to the development of the economy and society, of which it is an active part. It achieves this mainly by fostering applied research, whose results it transforms into innovative products in cooperation with industry partners or through established start-up companies. The values of Belgrade Metropolitan University can be classified into the following categories:

- Leadership – in the spirit of creating excellent curricula, teams and future leaders;
- Integrity – through responsibility, open communication and respect for both people and work;
- Innovation – which characterises our processes and results, contributes to the introduction of

positive changes and development, thus creating a better, sustainable community of satisfied and successful people;

- Initiative and entrepreneurship – as a culture, way of thinking and creativity applied in close cooperation with the economy (Naša misija, vizija i vrednosti [Our mission, vision and values], 2024).”

2.2 Belgrade Metropolitan University General Regulations and Procedures

The University and higher education institutions carry out the procedure of self-evaluation and assessment of the quality of their study programs, teaching and working conditions. Self-evaluation is carried out in accordance with the procedure prescribed by the University's general regulations and the internal higher education institution. The following shows all general regulations of Belgrade Metropolitan University and the articles they include.

“The Code of Academic Integrity includes:

- general part (fundamental values of academic integrity),
- special responsibilities of the academic community members,
- scientific research and professional work,
- responsibilities for non-academic behaviour and
- transitional and final provisions.

The Code of Professional Ethics includes:

- attitude towards the profession,
- attitude towards students,
- attitude towards colleagues,
- attitude towards the institution,
- attitude towards the environment,
- students and
- application of the Code.

The rules of studying include:

- general provisions,
- organisation of studies,
- advancement during studies,
- evaluation of students' work,
- study documents and

- transitional and final provisions.

Rulebook on Disciplinary and Material Responsibility of Students includes:

- minor violations of student obligations,
- serious violations of student obligations,
- disciplinary liability of the student for violations of conduct and work rules,
- conditions for initiating disciplinary proceedings and
- decision on imposing a disciplinary measure.

The Rulebook on the Award of Honorary Doctorates determines the conditions and procedures for awarding honorary doctorates of Belgrade Metropolitan University, as well as the criteria and procedures for their bestowal.

The Rulebook on Doctoral Academic Studies includes:

- basic provisions,
- enrolment in doctoral studies,
- competence of teachers and mentors,
- doctoral dissertation / doctoral art project,
- procedure of submitting and approving the topic of a doctoral dissertation / doctoral art project,
- procedure of submitting, assessing and defending the doctoral dissertation,
- preparing, presenting and approving the doctoral art project and
- final provisions.

The Rulebook on the Method of Achieving a Dual Model of Study at Belgrade Metropolitan University includes:

- objectives of the dual model,
- cooperation between the University and the Employer,
- scope, period and place of implementation of the dual model,
- admission of students,
- placement of students with employers,

- realisation plan of work-based learning,
- arranging mutual relationships,
- dual model contract,
- obligations of the Employer to perform the learning process at his own expense,
- obligations of the University related to the realisation of work-based learning,
- obligations of the Employer in relation to the implementation of work-based learning,
- termination of the dual model contract,
- contract on work-based learning,
- workplace mentor,
- workplace mentor conditions and Work Instructions,
- student academic mentor,
- grading and examinations in the dual model and
- thesis.

The Rulebook on the Manner and Procedure of Acquiring the Title and Entering into Employment of Teachers and Associates at Belgrade Metropolitan University includes:

- criteria for appointment to the rank of teacher,
- initiation of a procedure for announcing a competition,
- determining proposals for appointment to the rank of teacher,
- decision-making process at the University,
- appointment to the rank of associate,
- appointment to the rank of lecturer on a non-tenure basis and
- hiring teachers at another higher education institution.

The Rulebook on the Realisation of Distance Studies regulates the organisation, enrolment, rules and other issues of importance for the realisation of accredited distance studies at Belgrade Metropolitan University and its faculties.

The Rulebook on International Mobility includes:

- basic provisions,
- student mobility,
- employee mobility,
- academic, professional and administrative support to mobility and
- transitional and final provisions.

The Rulebook on Legal Protection and Economic Exploitation of Intellectual Property applies to all intellectual property created as a result of research, scientific, professional and any other activity at the University and its members. This Rulebook covers:

- inventions and patents,
- ownership,
- material that is not subject to intellectual property protection,
- distribution of goods,
- responsible authorities and amendments to the Rulebook and
- other provisions.

The Rulebook on the Method of Performance and Assessment of the Introductory Lecture includes:

- general provisions,
- commission,
- procedure,
- criteria for the evaluation of the introductory lecture,
- assessment and
- final provisions.

The Work Rulebook includes:

- basic provisions,
- employment,
- education, vocational training and professional development,
- working hours,
- vacations and leaves,
- salaries, wage compensations and other income,
- prohibition of competition,
- employee liability, compensation for damage and suspension from work,

- amendments to the employment contract,
- termination of employment,
- protection of employees' rights and transitional and final provisions.

The Rulebook on Job Organisation and Systematisation at Belgrade Metropolitan University includes:

- basic provisions,
- organisation of the University,
- management of the University,
- systematisation of workplaces and final provisions.

The Rulebook on Social Inclusion of Belgrade Metropolitan University includes:

- basic concepts,
- priorities in social engagement,
- active and responsible research,
- active and responsible education and orientation of the University towards the wider social community.

The Rulebook on Lifelong Learning defines the organisation and realisation of various professional development programmes with a duration of up to one year, outside the framework of the accredited study programmes of the University.

The Rulebook on Textbooks and Publishing Activities includes:

- general provisions,
- textbook quality,
- organisation,
- textbook preparation procedure,
- author's fees and transitional and final provisions.

The Rulebook on the Conditions and Procedure for Awarding the Title and Rights of Professor Emeritus includes:

- criteria for appointment to the rank,
- selection procedure and
- rights and obligations of Professor Emeritus.

The Rulebook on the Evaluation of Extracurricular Activities of Students includes:

- basic provisions,

- procedure for evaluating extracurricular activities,
- conditions for the award of ECTS credits and
- transitional and final provisions.

The Rulebook on Salaries for the 2021/22 school year includes:

- salaries of teachers and associates in employment,
- salaries of teachers and associates hired by the teaching contract,
- determining salaries of non-teaching staff in employment,
- rights of employees regulated by the Labour Law and
- transitional and final provisions.

The Rulebook on Personal Data Protection includes:

- scope of application and purpose,
- meaning of certain terms and expressions,
- personal data processed by the Manager,
- the purpose of data processing,
- method of collecting personal data,
- disclosure and transfer of data outside the Republic of Serbia,
- data retention periods,
- rights of individuals with regard to the personal data protection,
- obligations of employees and
- transitional and final provisions.

The Rulebook on Bachelor's and Master's Thesis includes:

- general provisions,
- defining the topic of the thesis,
- submission of the thesis topic,
- preparation of the thesis,
- submission of the thesis and scheduling of the defence,
- public defence of the thesis,
- final interview,
- diploma issuance – graduation ceremony and
- entry into force.” (Opšti akti - Univerzitet Metropolitan [General Acts - Metropolitan University], 2024)

3. About ISO 21001:2018 standard

“EOMS aims to help educational institutions set up the necessary policies and procedures to ensure that the requirements and objectives are met for students, staff (professors and employees) and other users. At the same time, EOMS aims to ensure interaction between these interested parties and the educational organisation, with the aim of raising the level of success for all interested parties.” (Lazić, 2023) “ISO 21001:2018 sets out the requirements for Management System for Educational Organisations (EOMS), when such an organisation:

- should demonstrate its ability to support the acquisition and development of competence through teaching, learning or research,
- aims to increase the satisfaction of learners, other users and staff through the effective implementation of its EOMS, including processes for system improvement and ensuring compliance with the requirements of learners and other users.

All requirements of ISO 21001:2018 are generic and are intended to be applicable to any organisation that uses a curriculum to support competence development through teaching, learning or research, regardless of the type, size or method of knowledge transfer.” (ISO 21001:2018) Educational institutions should keep in mind that the educational world is constantly changing and evolving, from preschool to university level. As the trend of moving away from the traditional customer-supplier relationship grows, so do the expectations of users, particularly students. “Learning providers” now have to adapt to these new working methods, while providing a high level of service at the same time.

3.1 EOMS Mission, Vision and Strategy

“Mission – the reason for existence, mandate and scope of the organisation (an individual or a group of individuals with their own functions and responsibilities, authorities and relationships for achieving their goals) translated into the context in which it operates. Vision – organisation's aspirations regarding its desired future state and proper alignment with its mission. Strategy – a plan to achieve organisation's mission and vision.” (ISO 21001:2018, 2018)

3.2 Principles of EOMS

“EOMS principles refer to:

1. Focusing on students and other users – The primary focus of EOMS is to meet students and other users' requirements and exceed their expectations.
2. Visionary leadership – Engaging all students and other users in creating, writing and implementing the mission, vision and goals of the organisation.
3. Staff engagement – The organisation needs all individuals involved in the process to be competent, empowered and engaged in delivering value.
4. Process approach – Consistent and predictable results are achieved more efficiently when activities are understood and managed as interrelated processes that function as a coherent system, including input and output.
5. Improvement – Successful organisations constantly focus on improvement.
6. Evidence-based decisions – Decisions and curricula based on analysis and evidence, where the assessment of data and information will produce the desired results.
7. Relationship management – For sustainable success, organisations

- manage their relationships with interested parties, such as “providers”.
8. Social responsibility – Socially responsible organisations are sustainable and ensure long-term success.
 9. Accessibility and fairness – Successful organisations are inclusive, flexible, transparent and accountable, in order to respond to the individual and special needs, interests, abilities and backgrounds of students and learners.
 10. Ethical behaviour in education – Ethical behaviour refers to the ability of an organisation to create an ethical professional environment in which all interested parties are equal, conflicts of interest are avoided and activities are carried out for the benefit of society.
 11. Data security and protection – The organisation creates an environment in which all interested parties can communicate with the educational organisation with full confidence. They maintain control over the use of their own data and ensure that the educational organisation will handle their data with appropriate confidentiality.” (Lazić, 2023)

4. Link between the general regulations and procedures of Belgrade Metropolitan University and ISO 21001:2018 standard

Table 1 shows the link between the general regulations and procedures of Belgrade Metropolitan University and ISO 21001:2018 standard.

Table 1. The link between the general regulations and procedures of Belgrade Metropolitan University and ISO 21001:2018 standard according to (Lazić, 2023):

General regulations of Belgrade Metropolitan University	ISO 21001:2018
/	1. Scope
/	2. Normative references
/	3. Terms and definitions
Belgrade Metropolitan University Code of Professional Ethics	4. Context of the organisation
Attitude towards the profession, Article 3	4.1 Understanding the organisation and its context
Attitude towards students Articles 4-7	4.2 Understanding the needs and expectations of interested parties
Attitude towards colleagues Articles 8-11	
Attitude towards the environment Article 16	
/	4.3 Determining the scope of the management system for educational organisations
/	4.4 Management System for Educational Organisations (EOMS)
Belgrade Metropolitan University Code of Professional Ethics	5. Leadership
/	5.1 Leadership and commitment
/	5.1.1 General
Attitude towards students Articles 4-7	5.1.2 Focus on learners and other beneficiaries
/	5.1.3 Additional requirements for special needs

	education
/	5.2 Policy
/	5.2.1 Developing the policy
/	5.2.2 Communicating the policy
Rulebook on Belgrade Metropolitan University Work Policy	5.3 Organisational roles, responsibilities and authorities
1.2 Employee responsibilities	
Article 4	
/	6. Planning
/	6.1 Actions to address risks and opportunities
/	6.2 Educational organisation goals and plans to achieve them
/	6.3 Planning of changes
/	7. Support
/	7.1 Resources
/	7.1.1 General
Statute of Belgrade Metropolitan University	7.1.2 Human resources
Types of University organisations	
HR Department	
Article 33	
/	7.1.3 Facilities
/	7.1.4 Environment for the operation of educational processes
/	7.1.5 Monitoring and measuring resources
/	7.1.5.1 General
/	7.1.5.2 Measurement traceability
/	7.1.6 Organisational knowledge
/	7.2 Competence
/	7.2.1 General
/	7.2.2 Additional requirements for special needs education
/	7.3 Awareness
/	7.4 Communication
/	7.4.1 General
/	7.4.2 Communication purposes
/	7.4.3 Communication arrangements
/	7.5 Documented information
/	7.5.1 General
/	7.5.2 Creating and updating
/	7.5.3 Control of documented information
/	8. Operation
/	8.1 Operational planning and control
/	8.1.1 General
/	8.1.2 Specific operational planning and control of educational products and services
/	8.1.3 Additional requirements for special needs education
/	8.2 Requirements for the educational products and services
/	8.2.1 Determining the requirements for the educational products and services
/	8.2.2 Communicating the requirements for the educational products and services

Rulebook on Legal Protection and Economic Exploitation of Intellectual Property of Belgrade Metropolitan University	8.2.3 Changes to requirements for the educational products and services
Responsible authorities and amendments to the Rulebook	
Article 10	
/	8.3 Design and development of the educational products and services
/	8.3.1 General
/	8.3.2 Design and development planning
/	8.3.3 Design and development inputs
/	8.3.4 Design and development controls
/	8.3.5 Design and development outputs
/	8.3.6 Design and development changes
/	8.4 Control of externally provided processes, products and services
/	8.4.1 General
/	8.4.2 Type and extent of control
/	8.4.3 Information for external providers
Rulebook on Textbooks	8.5 Delivery of the educational products and services
Online publishing	
Article 24	
/	8.5.1 Control of delivery of the educational products and services
/	8.5.1.1 General
/	8.5.1.2 Admission of learners
/	8.5.1.2.1 Pre-admission information
Rules of studying	8.5.1.2.2 Conditions for admission
Enrolment requirements and admission procedure	
Article 9	
Rulebook on Textbooks	8.5.1.3 Delivery of the educational products and services
Online publishing	
Article 24	
/	8.5.1.4 Summative assessment
/	8.5.1.5 Recognition of assessed learning
/	8.5.1.6 Additional requirements for special needs education
/	8.5.2 Identification and traceability
Rulebook on Legal Protection and Economic Exploitation of Intellectual Property of Belgrade Metropolitan University	8.5.3 Property belonging to interested parties
Articles 1-8	
	8.5.4 Preservation
Rulebook on Personal Data Protection	8.5.5 Protection and transparency of learners' data
Articles 1-10	
Rulebook on Textbooks	8.5.6 Control of changes in the educational products and services
Review and Proofreading	
Article 16	
Technical preparation of manuscripts for printing	8.6 Release of the educational products and services
Article 17	
/	8.7 Control of the educational nonconforming outputs
/	9. Performance evaluation

/	9.1 Monitoring, measurement, analysis and evaluation
/	9.1.1 General
Unwritten general rules (Code of Professional Ethics, VII Application of the Code, Article 18) "Student in the spotlight"	9.1.2 Learner satisfaction, other beneficiaries and staff
Rulebook on Belgrade Metropolitan University Work Policy	9.1.3 Other monitoring and measuring needs
2. Annual leave	
Article 31	
Rulebook on Salaries for the 2021/22 school year	9.1.4 Methods for monitoring, measurement, analysis and evaluation
Articles 1-71	9.1.5 Analysis and evaluation
/	9.2 Internal audit
/	9.3 Management review
/	9.3.1 General
/	9.3.2 Management review inputs
/	9.3.3 Management review outputs
Rulebook on Lifelong Learning	10. Improvement
/	10.1 Nonconformity and corrective action
Lifelong learning courses and programmes for all categories of users	10.2 Continual improvement
Article 9	10.3 Opportunities for improvement
/	

4.1 Table Commentary

Based on the Table 1 and the abovementioned list of general regulations, it can be concluded that the existing quality management system of Belgrade Metropolitan University includes a smaller number of business operation segments than ISO 21001:2018 standard.

The general regulations and procedures of Belgrade Metropolitan University are mostly oriented towards the rights, legal obligations and responsibilities of both the employees and the University itself. The greatest focus is on hiring procedures for teaching and technical staff, procedures for determining the titles and salaries of employees, as well as procedures for creating textbooks and performing distance learning. Contrary to that, significantly less attention is paid to leadership, operations, process planning and development, as well as to the performance assessment itself. We believe that these are very important factors in any business that need to be addressed, if the organisation

strives for progress and preservation of competitive advantage.

5. Reasons for the implementation of ISO 21001:2018 standard

The implementation of ISO 21001:2018 standard on the operations of Belgrade Metropolitan University would bring the following advantages:

1. Process standardisation – the main role of ISO 21001:2018 standard is to standardise processes in educational institutions in all aspects of operations. For example: curriculum planning, resource management, continuous improvement etc. The implementation of this standard would directly contribute to the quality of the organisation.
2. Global recognition – ISO standards are internationally recognised standards. With the implementation of ISO 21001:2018 standard,

Belgrade Metropolitan University would become more recognisable and more valued by international educational institutions, as well as by students and all other interested parties.

3. Enhanced trust – The implementation of ISO 21001:2018 would increase the trust of students, parents and all other interested parties in terms of quality and consistency of the educational services offered by the University.
4. Risk management – Through ISO 21001:2018 standard application, Belgrade Metropolitan University would quickly and effectively identify and manage risks in the field of education, on the basis of which it could identify potential challenges and apply preventive measures in a short period of time.
5. More personalised services – the application of ISO 21001:2018 offers the possibility of personalised services, especially for students from vulnerable groups and for online students.
6. Improving overall performance – as ISO 21001:2018 adopts the concepts of process approach, PDCA cycle and risk-based thinking (Punyam Academy Pvt. Ltd., 2022), Belgrade Metropolitan University could comprehend, manage and control the interconnected processes of the system.

6. Conclusion

After analysing the current operations of Belgrade Metropolitan University, quality management method and the ultimate student satisfaction, the following is concluded:

- Belgrade Metropolitan University quality control is carried out on the basis of the self-evaluation procedure prescribed by the general regulations of the University;
- The general regulations of Belgrade Metropolitan University are mainly related to legal and statutory obligations, as well as to the responsibilities of employees;
- Less attention is paid to operations, planning and process development.

Based on the established results, conducted using the student satisfaction survey, Ishikawa diagram and internal audit, shortcomings are observed in the current quality system of Belgrade Metropolitan University. For this reason, the potential benefits of implementing ISO 21001:2018 standard are considered.

It is determined that the University, by implementing the aforementioned standard, would achieve numerous advantages, which are reflected in improved process standardisation, enhanced positioning within the university community, stronger trust from interested parties, better risk management, increased personalised services, as well as in improving the overall performance.

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