



L-Università
ta' Malta

Summary

Strategic Plan 2020–2025

*Serving students, scholarship
and society, sustainably*

www.um.edu.mt/strategy

Summary

The Strategic Plan 2020–2025 was written by the Rectorate of the University of Malta and the members of the Committees and Advisory Groups for Strategic Planning.

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Vision, Mission and Values

The University is committed to serving students, scholarship and society in a sustainable manner. The vision, mission and values of the University of Malta are driven by our community's desire to move forward and embrace new challenges.

The vision of the University of Malta is to be among the leading institutions in higher education, contributing to the development of our region, our country and society in general. We will continue our long tradition of developing the knowledge required to help Malta flourish as a small island nation and a member state of the wider international community.

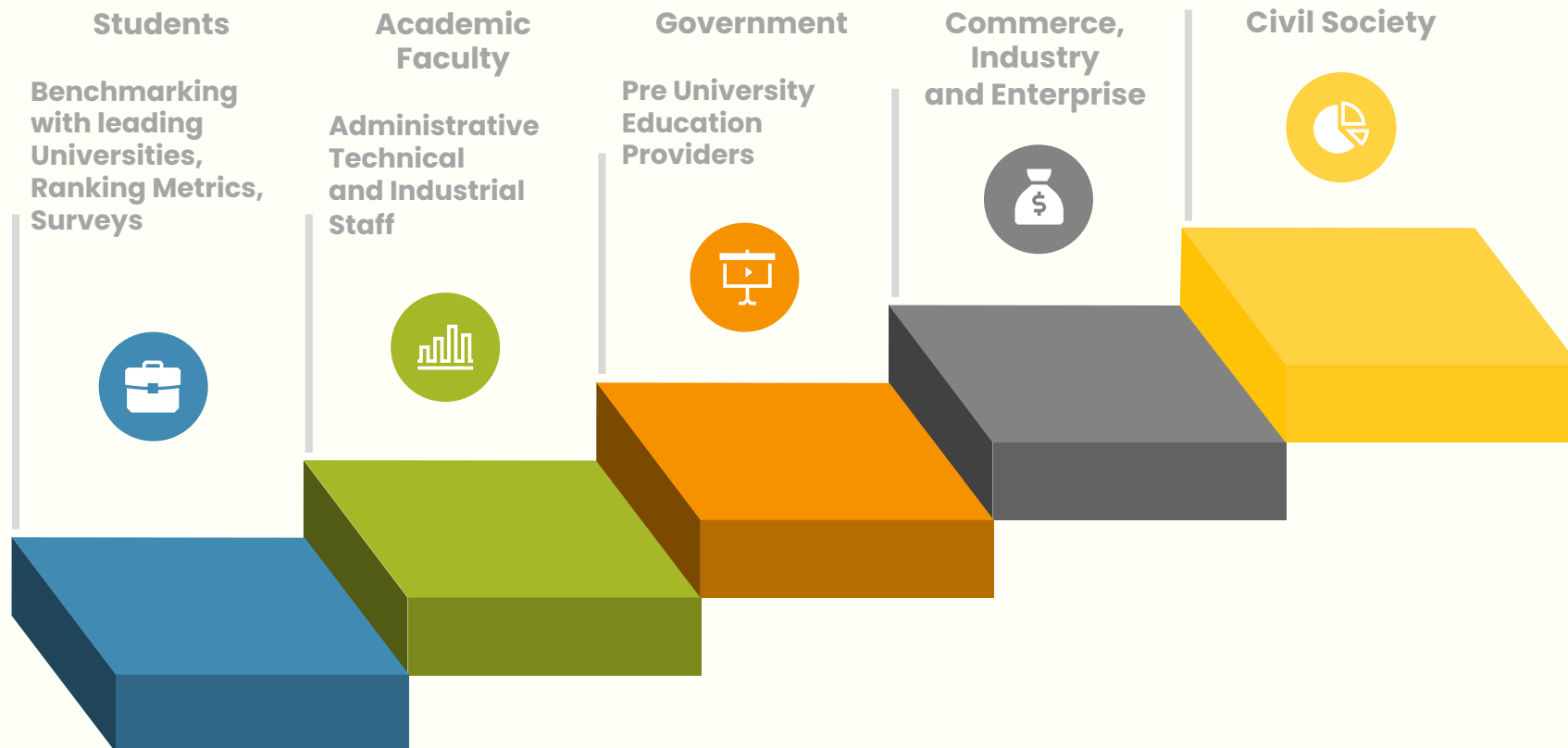
Our mission is to serve the aspirations of the people of these islands through the provision of quality higher education in the arts, sciences, social sciences, the humanities and other areas of knowledge as required for Malta's economic, social and cultural development through the scholarship of critical inquiry, discovery, research and service to the community. The University will deliver these functions in a sustainable manner that is responsive to this country's present and emergent needs.

As a member of the European Higher Education Area and signatory of the Magna Charta Universitatum, the University of Malta is committed to the values of academic freedom, institutional autonomy, good governance, accountability, equality and social responsibility.

Consultation Process

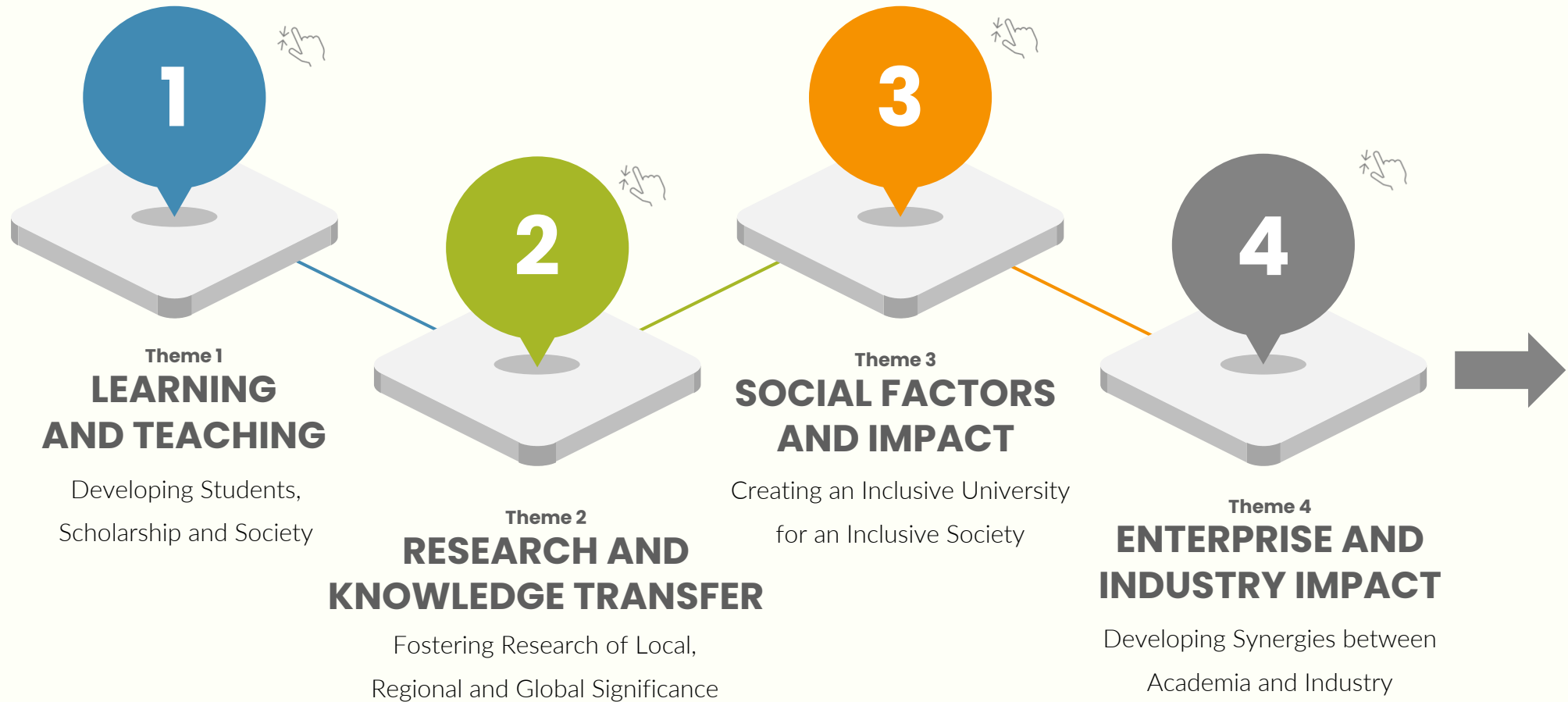
The Strategic Plan was developed during academic year 2018–2019 via

**7 Stakeholder Groups through
7 Conferences, 49 Working Groups,
8 Advisory Groups, Steering Committee,
Stakeholder Survey and Public Consultation**



Strategic Themes

University wide implementation in administrative directorates,
faculties, academic departments, institutes, centres, schools and academies



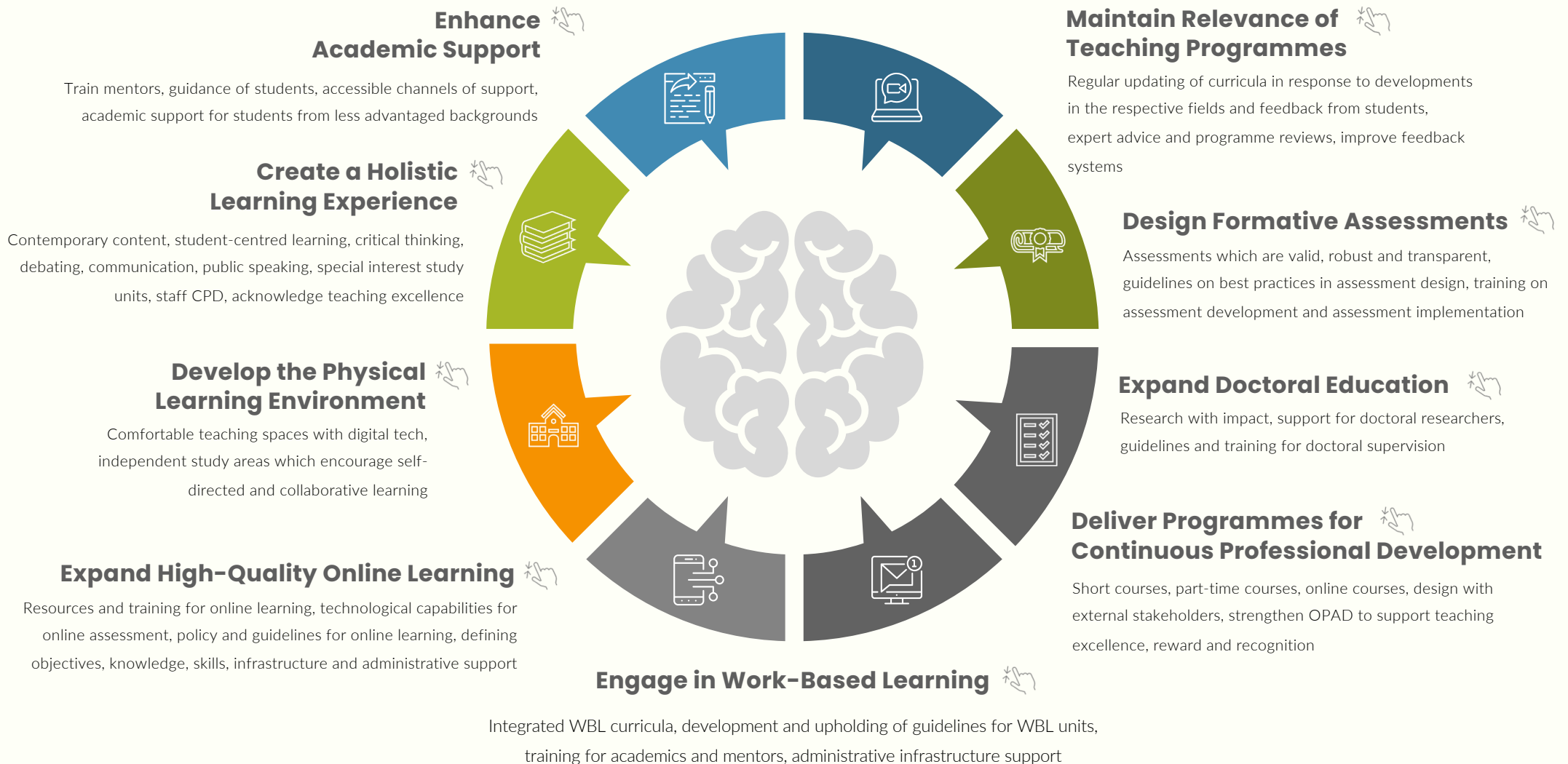
Strategic Themes

University wide implementation in administrative directorates,
faculties, academic departments, institutes, centres, schools and academies



Strategic Theme 1 Learning and Teaching

University wide implementation in administrative directorates, faculties, academic departments, institutes, centres, schools and academies



Strategic Theme 2

Research and Knowledge Transfer

University wide implementation in administrative directorates, faculties, academic departments, institutes, centres, schools and academies

Promote World Class Research

High-level researchers, research environment, doctoral school, international collaboration, respond to local and global needs, emerging areas, smart specialisations, research niches

Conduct Research that Supports Rankings

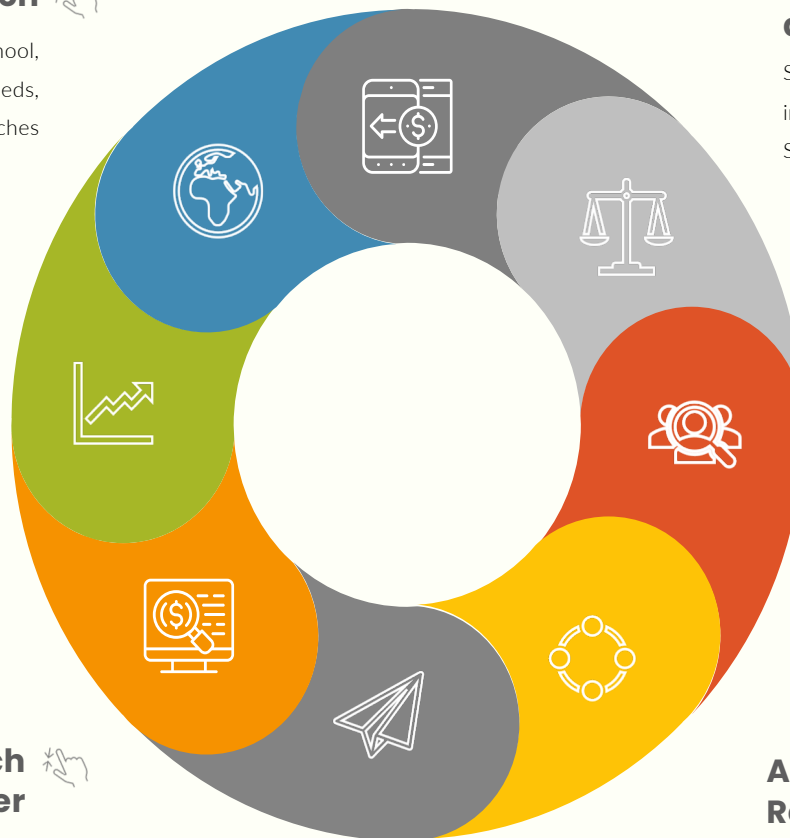
Benchmark best-in-class, peer-reviewed publications and citations, doctoral-researcher-to-staff ratio

Secure Sustainable Funding for R&D

Funds in line with GERD, infrastructure, auditing for use of resources, funding from RIDT, strengthening RSSD and PSO, procurement and recruitment

Expand Corporate Research and Knowledge Transfer

Intellectual property, research consultancy, IP and knowledge transfer, CR&KTO unit, partnerships and industry collaboration, proof-of-concept and start-up funding



Improve Communication and Research Outreach

Social and traditional media, Malta-centric publication, research as a pillar in Malta's economic development, postgraduate research, engage STEAHM communicators, internal and external communication.

Undertake Responsible Research, Integrity and Ethics

Set up Committee for Research Engagement and a Research Integrity Office, strengthen and streamline UREC

Design an HR Strategy for Researchers

Studentships, HRS4R charter, mentoring, take-up of the research stream, status of researchers, support and conditions, gender balance, mobility, training on emerging technologies

Apply the Research Clusters Concept

Multidisciplinary research, funding from national and international sources, business plans detailing expected outputs in diverse research areas

Strategic Theme 3 Societal Impact

University wide implementation in administrative directorates, faculties, academic departments, institutes, centres, schools and academies

Assist students and members of staff with disability

ADSU offices, support for staff with intellectual challenges, accessibility audits, problematic areas, campus taxi service, 'Fitness to Practice', support for staff assisting students, buildings for physical and mental needs, quiet rooms

Support Under-Represented and First-Generation Students

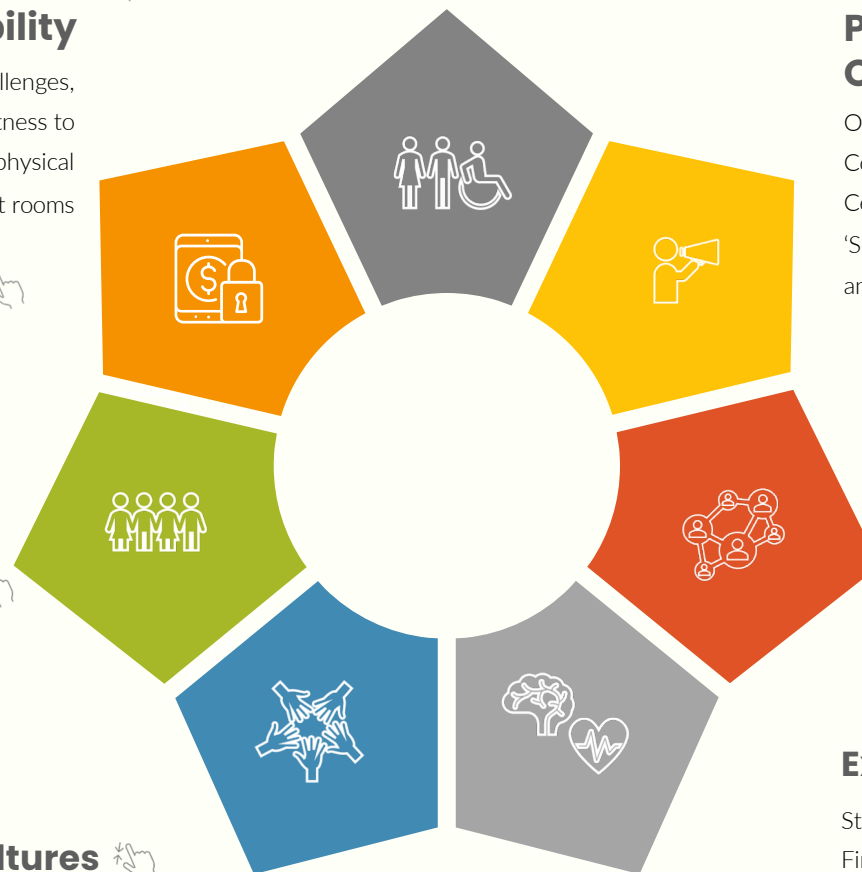
Support systems for completion, networks across student cohorts, activities that cultivate a sense of belonging on campus, develop personal identity as a source of strength

Advance and Commit to Gender and LGBTIQ Rights

Equality audits, mainstreaming in curricula, Sexual Harassment Policy, promotions, gaps by subject, historical depository on rights, gender-neutral restrooms

Ensure Access of Diverse Cultures

Benefits of diversity, inter-faith facilities, attitudinal change, buddy system for international students and staff



Promote Public Outreach

Online accessibility, University of the Third Age, Cottonera Resource Centre, outreach services, Visitor's Centre at the Valletta Campus, CAMPUS FM, THINK, 'Science in the City', 'University in Piazza', civil society and industry

Engage the Campus Community

Communications strategy, support student societies, student one-stop-shop, awareness of policies, inclusive language, scheduling around needs of part-time students

Expand Health and Wellbeing

Stress-management for exams, Mental Health and First Aid courses, campus social worker, youth worker, nurse, staff training to support individuals in critical situations

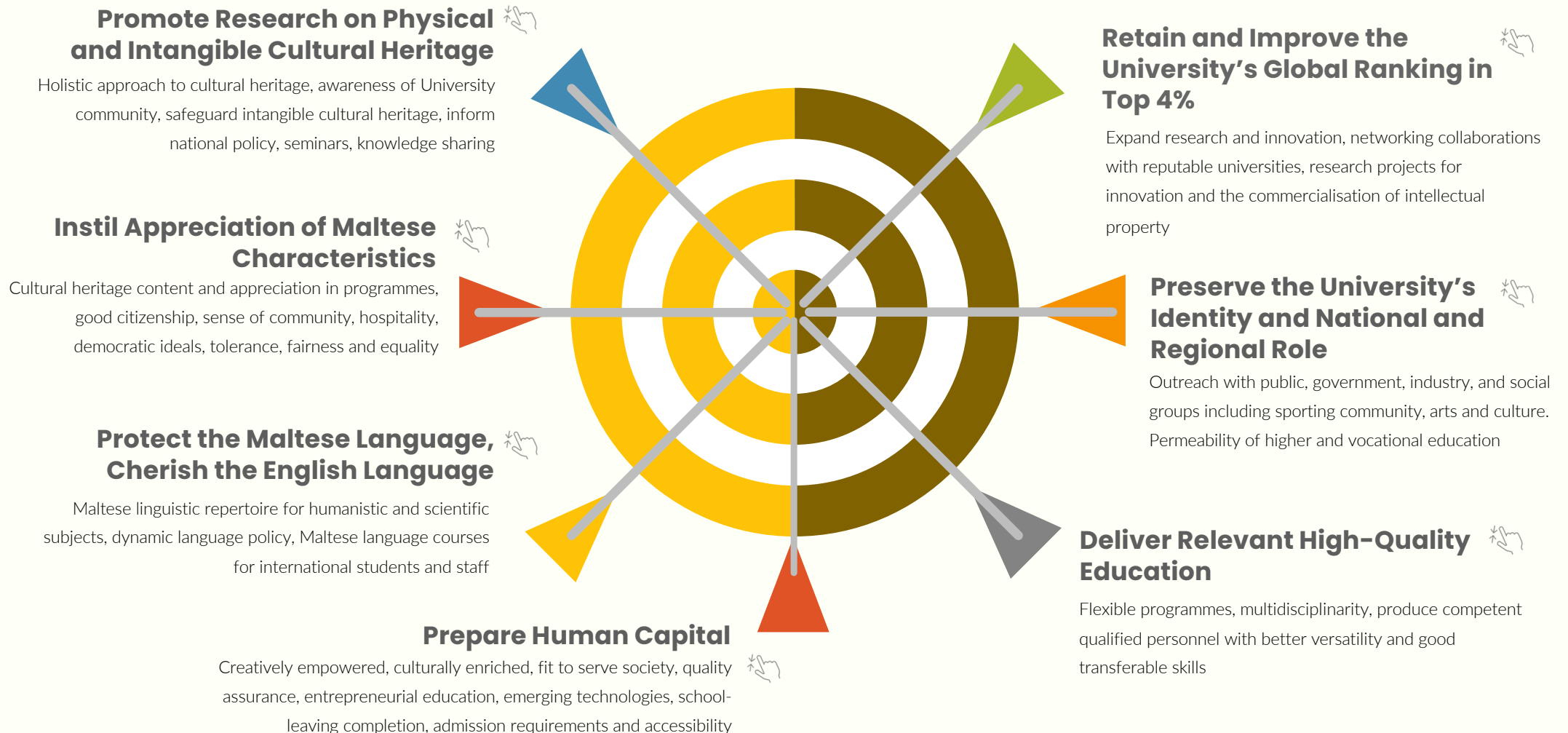
Strategic Theme 4 Enterprise and Industry Impact

University wide implementation in administrative directorates, faculties, academic departments, institutes, centres, schools and academies



Strategic Theme 5 National Impact

University wide implementation in administrative directorates,
faculties, academic departments, institutes, centres, schools and academies



Strategic Theme 6 International Outlook

University wide implementation in administrative directorates, faculties, academic departments, institutes, centres, schools and academies



Strengthen Internationalisation, Malta Testbed of Cosmopolitanism

Students' experience, inter-cultural activities, multilingualism, Graduate Hub, buddy programmes, hosting, sports, language schools, jobs, marketing, unique selling points, alumni and ambassadors



Strengthen Staff Internationalisation

International staff networks, training in multicultural sensitivity, staff CPD, Google Scholar profiles, contact persons on internationalisation issues



Nurture and Disseminate the University's Good Name

Visibility via rankings, Malta's ambassadors and honorary consuls, alumni network, alumni chapters overseas



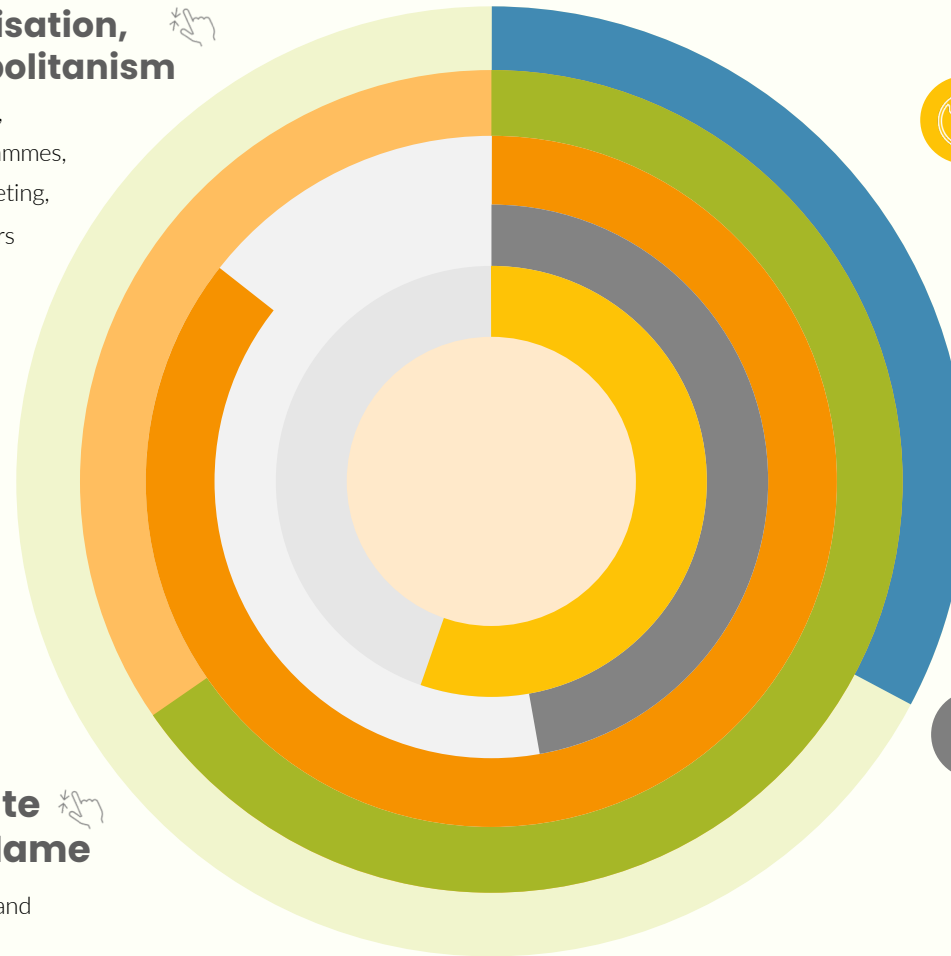
Broaden the University's Engagement with the Region and the World

Involvement of academics in international work, research and clusters as part of international alliances, Erasmus exchanges and traineeships, human capital formation in developing countries



Attract International Postgraduate Students

Efficiency of internal processes for international students and researchers, grants, scholarships and teaching opportunities, diverse sources of research funding



Strategic Theme 7 Sustainability

University wide implementation in administrative directorates, faculties, academic departments, institutes, centres, schools and academies

Develop Sustainable Land and Buildings

Sustainability assessment tools for construction and upgrading, green reading and meeting spaces, flexible usage of spaces, green procurement, low impact materials, design for deconstruction, reduction, reuse and recycling of building materials

Reduce, Reuse and Recycle Waste

Policy, guidelines, targets, infrastructure, measures, communication and enforcement, procurement and sustainable sourcing, producer responsibility, inventory application for shared use, re-use and recovery of resources, eliminate single-use plastic, reduce paper, digitise

Encourage Sustainable Transport Measures

Incentivize active travel, safe-cycling and walking paths, on-demand bus service, parking monitoring system, car-free day events



Extend Energy Efficient Measures, Conserve Water and Reduce Consumption

Air-conditioning systems, energy consumption, nearly-zero-energy targets, retrofit older buildings, smart energy management systems, electric vehicle fleet, emission reduction initiatives.

Water catchment, storage, reservoirs in new buildings, smart systems for water conservation, wastewater recycling, communication campaign, drinking fountains, consumption reduction in buildings

Deliver Training and Research on Sustainability

Incentivise active travel, safe-cycling and walking paths, on-demand bus service, parking monitoring system, car-free day events

Promote Healthy Living Practices on Campus

Healthy food at outlets, health and fitness in infrastructure, events and sports, 'tobacco-free' policies, work-life management programme, flexible hours

Strategic Theme 8

Services and Administrative Support

University wide implementation in administrative directorates, faculties, academic departments, institutes, centres, schools and academies

Creating an Ecosystem of Infrastructure and Support

For the University to achieve the objectives of the Strategic Plan, we need to create an ecosystem of infrastructure and educational support, which promotes an environment conducive to high-quality teaching and research. Our students and staff require support and guidance when engaging in learning programmes or when conducting research to allow them to perform impactful work with relevance to academia, industry and society. Learning and study environments and the ancillary infrastructure of support services can be powerful enablers of knowledge creation, research, innovation and sustainability.

Equitable Allocation of Resources

The supply of support services must be fair, equitable, innovative and practical to empower students and staff to maximise their output and involvement in learning. The allocation of resources will continue to be based on accurate information on educational needs and evaluated by a transparent and systematic process.

Evidence-Based Management

It is vital to encourage evidence-based decision-making and to balance the University's commendable desire for new initiatives with a proper evaluation that the projects are sustainable in the long term.

Synergy and Efficiency

In order to supply educational programmes and cutting-edge research, the University community requires specialised and up-to-date administrative expertise for the indiscriminate provision of human resources, financial services, estates planning, information technology, legal frameworks, procurement, communications, student processes, library services and research support. As part of our pragmatic approach, the University will recognise and follow through on management initiatives that increase productivity and align operational processes, which enable students and staff to support the vision of the University.

We will continue to develop the University's educational programmes and research partnerships. It is essential that faculties, departments, centres, institutes and schools collaborate to build a sustainable financial foundation by creating synergies, improving student processes, and avoiding the duplication of programmes, resources and costs throughout the organisation.

Strategic Theme 8

Services and Administrative Support

University wide implementation in administrative directorates, faculties, academic departments, institutes, centres, schools and academies

Manage and Develop Student Centred Processes

Enrolment, learning, assessment, graduation, One-Stop Office, Ceremonies Certification and Records Unit, digitisation, automated scheduling, SIMS, University app, automated functionality for grade uploading, MIS for evidence-based processes

Enhance Library Resources

Scholarly resources, reconfigure library, Open Access, disseminate the research output, Research Data Management Policy, visibility of the Special Collections, archival resources

Create an Ecosystem of Infrastructure and Support

Equitability, systematic processes, evidence-based decisions, synergies of existing expertise, diminish duplication, management productivity initiatives, operational processes and objectives

Expand Infrastructure for Student Welfare

Psychological, social and physical welfare, social engagement, outgoing students on international exchanges and internships, remote online learning programmes, roles and responsibilities

Achieve Excellence in Technology-based Services

Align IT with ITIL best-practice management framework and tools, robust, resilient and efficient technology platforms, energy-efficient systems, attract/retain high-calibre technical staff

Strategic Theme 8

Services and Administrative Support

University wide implementation in administrative directorates, faculties, academic departments, institutes, centres, schools and academies

Invest in People, Empower the Workforce

High calibre staff, retention, knowledge-sharing, cross-departmental briefings, orientation, training for new leaders, CPD, digitise manual processes, streamline multiple databases systems

Develop Internal and External Communications

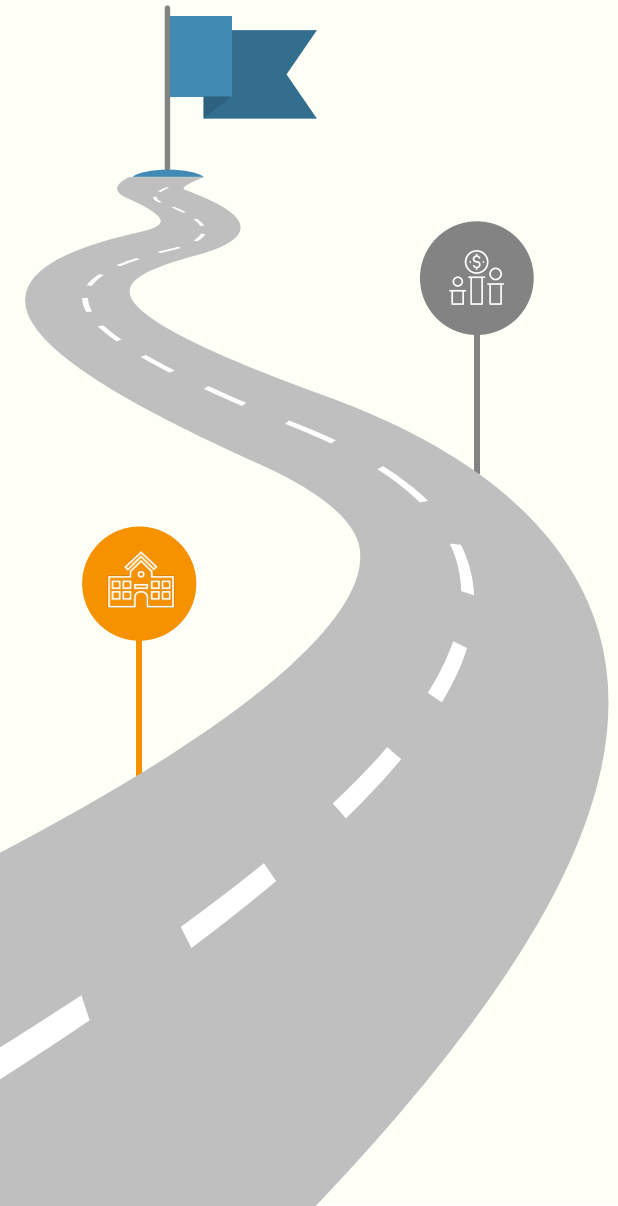
UM identity, reputation, quality, websites, social channels, apps, email, outreach activities, mobile technology, CRM software, communication plans, toolkits for events, calendar of events, alumni

Deliver Physical Infrastructure

Infrastructural growth, collaborative spaces, modular spaces, guidelines for estates, automated systems, reactive and preventive maintenance, update roles, mitigate construction effects

Consolidate the Financial Framework

Funding, modernisation, financial reporting, budgets and financial targets, revenue streams, staff training, contact points, circular economy principles in procurement



University Structure 1/2

The University is composed of 14 faculties, 115 academic departments, 1 academy, 17 institutes, 13 centres, 3 schools and 11 administrative directorates. The University operates from four campuses located in Msida, Valletta, Marsaxlokk and Gozo, with two outreach centres in Argotti and Cottonera.

The student population consists of 11,500 members, including 1,000 international students following full-time or part-time degree and diploma programmes. Study programmes are designed to produce highly qualified professionals, with experience of research, who will play key roles in industry, commerce and public affairs in general. Over 3,500 students graduate from the University each year.

The University is one of the largest employers in the country, employing 3080 people: 880 fulltime and 810 part-time academics, 1,070 full-time and 320 part-time staff in administrative, technical and industrial roles.

The University Library manages a collection of over one million physical volumes. The library provides the University community with access to over 60,000 e-journals, a wide spectrum of online databases and 16,550 e-books, and is a national repository of Melitensia. Moreover, the library administers the Institutional Repository OAR@UM which holds over 35,000 digital items.

Governing Structure

University Council
University Senate

Faculty of Arts

Department of Anthropological Science
Department of Art and Art History
Department of Classics and Archaeology
Department of English
Department of French
Department of Geography
Department of German
Department of History
Department of International Relations
Department of Italian
Department of Maltese
Department of Oriental Studies
Department of Philosophy
Department of Sociology
Department of Spanish and Latin American Studies
Department of Translation, Terminology and Interpreting Studies

Faculty for the Built Environment

Department of Architecture and Urban Design
Department of Civil and Structural Engineering
Department of Conservation and Built Heritage
Department of Construction and Property Management
Department of Environmental Design
Department of Spatial Planning and Infrastructure
Department of Visual Arts

Faculty of Dental Surgery

Department of Child Dental Health and Orthodontics
Department of Dental Surgery
Department of Oral Rehabilitation and Community Care
Department of Restorative Dentistry

Faculty of Economics, Management and Accountancy

Department of Accountancy
Department of Banking and Finance
Department of Economics
Department of Insurance
Department of Management
Department of Marketing
Department of Public Policy

Faculty of Education

Department of Arts, Open Communities and Adult Education
Department of Early Childhood and Primary Education
Department of Education Studies
Department of Health, Physical Education and Consumer Studies
Department of Inclusion and Access to Learning
Department of Languages and Humanities in Education
Department of Leadership for Learning and Innovation
Department of Mathematics and Science Education
Department of Technology and Entrepreneurship Education

Faculty of Engineering

Department of Electronic Systems Engineering
Department of Industrial and Manufacturing Engineering
Department of Industrial Electrical Power Conversion
Department of Mechanical Engineering
Department of Metallurgy and Materials Engineering
Department of Systems and Control Engineering

Faculty of Health Sciences

Department of Applied Biomedical Science
Department of Communication Therapy
Department of Food Sciences and Nutrition
Department of Health Systems Management and Leadership
Department of Mental Health
Department of Midwifery
Department of Nursing
Department of Occupational Therapy
Department of Physiotherapy
Department of Podiatry
Department of Radiography
Medical Physics Unit

Faculty of Information and Communication Technology

Department of Artificial Intelligence
Department of Communications and Computer Engineering
Department of Computer Information Systems
Department of Computer Science
Department of Microelectronics and Nanoelectronics

Faculty of Laws

Department of Civil Law
Department of Commercial Law
Department of Criminal Law

Department of Environment and Resources Law
Department of European and Comparative Law
Department of International Law
Department of Legal History and Legal Research Methodology
Department of Media, Communications and Technology Law
Department of Public Law

Faculty of Media and Knowledge Sciences

Department of Cognitive Science
Department of Corporate Communication
Department of Digital Arts
Department of Information Policy and Governance
Department of Library Information and Archive Sciences
Department of Media and Communications

Faculty of Medicine and Surgery

Department of Anatomy
Department of Clinical Pharmacology and Therapeutics
Department of Clinical Radiology and Nuclear Medicine
Department of Family Medicine
Department of Medicine
Department of Obstetrics and Gynaecology
Department of Paediatrics
Department of Pathology
Department of Pharmacy
Department of Physiology and Biochemistry
Department of Psychiatry
Department of Public Health
Department of Surgery

Faculty of Science

Department of Biology
Department of Chemistry
Department of Geosciences
Department of Mathematics
Department of Physics
Department of Statistics and Operations Research

Faculty for Social Wellbeing

Department of Child and Family Studies
Department of Counselling
Department of Criminology
Department of Disability Studies
Department of Gender and Sexualities
Department of Gerontology and Dementia Studies
Department of Psychology
Department of Social Policy and Social Work
Department of Youth and Community Studies

University Structure 2/2

Faculty of Theology

Department of Church History, Patrology and Palæochristian Archaeology
Department of Fundamental and Dogmatic Theology
Department of Moral Theology
Department of Pastoral Theology, Liturgy and Canon Law
Department of Philosophy
Department of Sacred Scriptures, Hebrew and Greek

Academy

Mediterranean Academy of Diplomatic Studies

Centres

Centre for Biomedical Cybernetics
Centre for Distributed Ledger Technologies
Centre for English Language Proficiency
Centre for Entrepreneurship and Business Incubation
Centre for Environmental Education and Research
Centre for Labour Studies
Centre for the Liberal Arts and Sciences
Centre for Literacy
Centre for Molecular Medicine and Biobanking
Centre for Resilience and Socio-Emotional Health
Centre for the Study and Practice of Conflict Resolution
Centre for Traditional Chinese Medicine
Euro-Mediterranean Centre for Educational Research

Institutes

Confucius Institute
Institute for Climate Change and Sustainable Development
Institute for European Studies
Institute for Physical Education and Sport
Institute for Sustainable Energy
Institute for Tourism, Travel and Culture
Institute of Aerospace Technologies
Institute of Anglo-Italian Studies
Institute of Digital Games
Institute of Earth Systems
Institute of Linguistics and Language Technology
Institute of Maltese Studies
Institute of Space Sciences and Astronomy
International Institute for Baroque Studies
Islands and Small States Institute
Mediterranean Institute
The Edward de Bono Institute for Creative Thinking and Innovation

Schools

Doctoral School
International School for Foundation Studies
School of Performing Arts

College

ĠF Abela Junior College

Administrative Units

Corporate Research and Knowledge Transfer Office
Estates, Facilities and Capital Development
Directorate
Finance Office
International Office
Information Technology Services
Legal Services
Library Services
Marketing, Communications and Alumni Office
Office for Human Resources Management and Development
Office of the Registrar
Research Support Services Directorate

Resource Centres

Argotti Botanic Gardens and Resource Centre
Cottonera Resource Centre

Trusts, Foundations and Voluntary Organisations

Emanuele Cancer Research Foundation
Foundation for the Promotion of Entrepreneurial Initiatives
Malta Internet Foundation
Research, Innovation and Development Trust

Associated Organisations

MATSEC Examinations Board
Institute for Public Services
University of the Third Age

Malta University Holding Company

Malta University Broadcasting Limited
Malta University Consultancy Limited
Malta University Holding Company Limited
Malta University Innovation Portfolio Limited
Malta University Residence Limited

Registered Student Organisations

Kunsill Studenti Universitarji
+9 Studenti
Amnesty International
Anthropological Society
Association of Students of Commercial Studies
Arts Student Association
Association des Etats Généraux des Etudiants de l'Europe
Association International des Etudiants de Science, Economie et Commerce
Association of Linguistics and Language Technology
Association of Students of Commercial Studies
Beta Psi
Criminology Students' Association
Department of English Students Association
Earth Systems Association
Erasmus Student Network University of Malta
European Law Student Association
European Movement
European Studies Organisation
GetUpStandUp!
Għaqda Studenti tal-Liġi
Għaqda Studenti tat-Teologija
Għaqda tal-Malti - Università
Green House
Green Student Association
Grupp Universitarji Ghawdxin
History of Art Student Association
Human Rights Research Unit
Independent Collective Realtà
Information Communication Technology Students' Association
Insite
Institute of Electrical and Electronics Engineering
Institution of Civil Engineers Student Chapter
International Association for the Exchange of Students for Technical Experience
JEF (Young European Federalists) Malta
Junior Chamber of Advocates Malta
Malta Association for Dental Students
Malta Association for Knowledge and Education
Malta Association of Physiotherapy Students
Malta Geomorphology Group
Malta Health Students' Association
Malta International Relations Student Society
Malta International Students Association Malta
Malta Medical Students Association
Malta Pharmaceutical Students Association
Malta University Film Club
Malta University Historical Society
Malta University Sports Club
Malta University Student Teachers
Maltese Association of Gerontology and Geriatrics
Media and Knowledge Sciences Association
Medical Biochemistry Students' Association
Move Studenti
Moviment Graffiti
Moviment għall-Edukazzjoni Umana
Moviment Kattoliku Studenti Universitarji
Organizzazzjoni Studenti Qwiebel
Pulse
Science Students' Society
Smile for Albania
Social Science Students' Integrative, Educational and Research Association
Society for African Studies
Society of Architecture and Civil Engineering Students
Studenti Demokristjani Maltin
Studenti Harsien Soċjali
Students for Healthy Living
Students in Free Enterprise (SIFE), University of Malta (SIFE UMT)
Students Philosophical Society
Students Sociology Association
Terra di Mezzo Malta
The Third Eye
Together We Learn
University Bible Group
University Engineering Student Association
University Music Association
University of Malta Debating Society
University of Malta Geographical Society
University of Malta Racing
University of Malta Rowing Club
University of Malta Students' Futsal Team
University Students of Performing Arts
Università tat-Terza Età
We Are - The University of Malta LGBTQQI Organisation
Wolves Rugby Football Club Malta
Youth for the Environment

Acknowledgements

The Strategic Plan 2020–2025 was developed by students, staff and stakeholders through a widespread consultative process of conferences, fora, working groups, surveys and meetings, which took place from September 2018 to July 2019. The University owes gratitude to the students, staff and external stakeholders who devoted their time, expertise and effort as members of the committees within the strategic planning process. The final document was written by the Rectorate of the University of Malta and the members of the Committees and Advisory Groups for Strategic Planning.

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