



L-Università ta' Malta
Faculty for Social Wellbeing

Manifesto

Deanship 2020-2024

Sharing the Journey

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2016/17 **CONNECT**

2017/18 **WE ARE IN THIS TOGETHER**

2018/19 **NOT ANOTHER FACE IN THE CROWD**

2019/20 SHARING THE JOURNEY

Promoting social
wellbeing across
society through
knowledge and
action, together with
our stakeholders and
service users.

Faculty Mission Statement, 2020

“...scholarship of service by which I mean the direct involvement of the academic with the life of the working community and that of the general community in outreach activities.”

Prof. Alfred Vella, Rector
Installation Speech, 2016

“We might be the ones who have chosen ‘the road less travelled’, as Robert Frost’s 1920 poem goes.”

Prof. Andrew Azzopardi, Dean
2020



Throughout these four years I tried to listen attentively keeping my ears to the ground and to lead by example by walking the talk.



PREAMBLE

To:

Administrators | PhD Candidates | Research Support Officers
Resident, Casual and Visiting Lecturers | Stakeholders | Students

I have already had the opportunity to discuss with most of you, some four years ago, when I was nominated for the first time to serve the Faculty and our Alma Mater as Dean. At the time my plan was to attend to these duties for one 'term' and then pass on the baton to the next Dean. Throughout these years I tried to listen attentively keeping my ears to the ground and to lead by example by walking the talk.

Yes, there were moments when it was necessary to rupture the status quo and give a much-needed voice to the fractures in our communities and get our message through loud and clear. I hope that I have motivated and persuaded you with my grit and fortitude. I also tried applying myself based on the principles of fairness, forgiveness, empathy, social justice, diversity and inclusion. I must have failed you on so many occasions and yet your confidence and trust in me remain.

I am thankful that the talent, passion and quality we have in this Faculty in terms of headship, scholarship and commitment to the cause are second to none. The support of my Deputy Dean, Heads of Department, Faculty Manager, academic colleagues, RSOs, students and administrative co-workers was overwhelming. Thank you for your constant and unwavering collegiality, affability and responsiveness!

The fact that as I was starting to prepare for the closure and eventual transition of leadership, countless colleagues and students approached me asking me to reconsider my original decision and serve the Faculty as Dean for another term was overwhelming and I was left pondering. This encouragement demonstrated that I was not alone during my deanship and that the Faculty has certainly reached its aims and objectives in a collective spirit. All of this filled me with a humble resolve to take forward all I have learned these four years and serve another term.





ACHIEVEMENTS

The experience of these four years has been fantastic. I never envisaged the depth and breadth of all we achieved together, namely:

- we have a growing body of scholarship;
- we have managed to attract more research funds;
- we have a bigger cluster of senior academics, associate and full professors;
- we have more resident academics in the last stages of their doctoral studies;
- we have managed to contribute to policy changes across the UM; (for example, Faculty Gender Audit, Disability Teaching Method Guidelines and the Inclusive Language Guidelines);
- we have designed new undergraduate and postgraduate courses, some of which directly respond to a need that came from the grassroots; (for example, a bespoke MA on Social Care Management instigated by FSWS in collaboration with FEMA);
- we have designed new courses in collaboration with at least five other F/I/C/S;
- we have presented our first Periodic Programme Review report;
- we have presented a sequence of four standardised 150-page Faculty annual reports;
- we have argued successfully to change the name of two of our departments to better reflect the work they are engaged in;
- we have a more organised Faculty;
- we have better organised Departments thanks to the Leadership and their teams;
- we have a team of meticulous, hardworking and conscientious Heads of Department;
- we have increased our administrative staffing by 20%;
- we have increased our resident academics by 20%;
- we have increased our RSO compliment by 800%;
- we have a Faculty which is now well-positioned in the community with a stronger voice and improved communication tools;
- we have increased our internal communication tools to keep connected;
- we have increased our publications that are strengthening the body of knowledge in myriad areas of social wellbeing studies;
- we have a Faculty with a stronger positioning within the UM structures;
- we have continued to attract more foreign students to study with us;
- we have managed to entice Ministries and Government Authorities to offer scholarships;
- we have more stakeholders wanting to support our Faculty;
- we have seen our student body grow exponentially;
- we have set up the Platform for Migration and ushered in so many other experts from across the UM;
- we have contributed extensively to the development of the Committee on Race and Ethnic Affairs (CREA);
- we have increased the number of resident academics who teach and research with established and high-level international institutions across most continents;
- we have a better qualified pool of administrative officers;
- we have several academics involved in Senate committees, leading CREA, leading ACCESS, leading the Platform for Migration, members on the Junior College Board and other highly involved in the Gender Issues Committee, to mention just a few.


ETHOS

I believe that our strength lies in our ability to democratise knowledge, providing a stream of theoretical intelligence and empirical data that influence the social milieu. The bridges we have created with stakeholders from the social sector and the industry have in turn enriched us. I hope we have given a good return on their investment in us.

However, because we are essentially human, we have also had our fair share of disappointments. But there is no sadder moment than one which involves the loss of students and academics, namely;

- Dr Jacqueline Azzopardi, former Deputy Dean and Head of the Department of Criminology in 2016;
- Jerome Frendo, a BA (Hons.) Social Wellbeing Studies student succumbed to illness in 2017;
- Sarah Lee Borg, a social work alumnus, succumbed to illness in 2017;
- Christa Formosa, a social work alumnus, who died in an accident in 2018;
- Jason Cauchi, a BPsy (Hons.) a student gone missing in 2019;
- Fr Alfred Darmanin sj, former lecturer with the Department of Physiology who passed in 2019;
- Francis Cini a BA (Hons.) Criminology student, succumbed to illness in 2020; and,
- Professor Vivienne Lee, former lecturer with the Department of Counselling, succumbed to illness in 2020.

Their untimely passing has dampened the beautiful journey we share in this community and has left us heart-broken. We loved them, we will never forget them, and we will continue to honour and celebrate their lives as we carry forward their work and passion in their respective fields.



The bridges we have created with stakeholders from the social sector and the industry have in turn enriched us immensely.

STATISTICS

I have no lofty expectation that the Faculty will solve the woes of this World, but I do believe that we contribute to the social sector in no small way. The following statistics evidence the work we have been engaged in;

FIG 1: FACULTY STATISTICS - AUGUST 2016-JUNE 2020

Number of Freshers	1512
Number of Graduands	1281
Average number of courses per academic year	35
Current number of Resident Academics	51
Current number of Visiting /Causal Lecturers/Dissertation Supervisors	300
Current number of Administrators	22
Current number of Research Support Officers	9
Current student population	1057
Current UM Faculty ranking (according to number of students)	5th
Number of Professors (Associate and Full)	10
Number of Departments	9
Number of 'Connect' Newsletter editions	12
Number of 'Social Wellbeing Journal' editions	1
Number of PhD Scholarships	5
Number of Faculty Research Magazine <i>societas.expert</i> editions	2
Number of Faculty textbooks specialised in social wellbeing studies	2
Number of Vlogs	8
Number of MoUs	12
Number of Faculty 'Digest' weekly magazine	162
Number of Faculty social events (Let's Toast the Faculty, Dean's Coffee etc)	20
Number of Faculty seminars	4
Number of Faculty Brown Bag Seminars	12
Number of Open Dialogue seminars	2
Number of Faculty committees	13
Estimated number of MPhil/PhD Candidates (letter of Intent, proposal, registered stages)	50
Estimated amount of money for Faculty research	800k
Estimated PRs	20
Feature Video (award winning) – <i>Il-Ġerħa tas-Solitudni: il-Mixja lejn Soluzzjoni</i>	1
Feature Video – <i>Faculty Biography</i>	1
Estimated number of video productions	30
Estimated number of hours on the media	400
Estimated number of articles on newspapers	60
Estimated number of events per academic year	80
Estimated amount of people attending our events per academic year	2,000
Estimated number of staff involved in Faculty committees	120

I have also been very interested in gauging the level of satisfaction of our staff by conducting an annual anonymous Satisfaction Survey with our administrators, students and academics during these four years. This proved to be an important tool that allowed me to measure my effectiveness as the Faculty's Dean and it indicates the Faculty's growing edges, which I, along with my team promptly addressed. I have made it a point that the data collected, and the feedback given were immediately translated into palpable actions.

The following are items that evaluated my performance as a Dean over the four years of my tenure;

FIG 2: SATISFACTION SURVEYS

(% includes very satisfied and satisfied response)

ADMINISTRATORS

(Academic Year)

	16/17	17/18	18/19	19/20
How satisfied are you with the Dean's overall performance?	92%	100%	96%	100%
How accessible and available is the Dean?	100%	100%	92%	100%
How open is Faculty to new ideas?	72%	82%	68%	68%
How satisfied are you with the level of communication there is in the Faculty?	50%	81%	54%	68%
How satisfied are you with the support you get from the Faculty for your personal needs?	71%	90%	83%	91%

STUDENTS

(Academic Year)

	16/17	17/18	18/19	19/20
How satisfied are you with the Dean's overall performance?	60%	73%	76%	84%
How accessible and available is the Dean?	46%	57%	70%	68%
Do you feel the Faculty is ready to hear your views?	49%	57%	53%	61%
How satisfied are you with the support you get from the Faculty for your personal needs?	44%	63%	60%	64%
How satisfied are you with the level of social engagement in the Faculty?	45%	60%	73%	72%

ACADEMICS

(Academic Year)

	16/17	17/18	18/19	19/20
How satisfied are you with the Dean's overall performance?	83%	85%	85%	94%
How accessible and available is the Dean?	88%	87%	85%	97%
How satisfied are you with the level of social engagement in the Faculty?	78%	72%	67%	82%
How satisfied are you with the support you get from the Faculty for your personal needs?	56%	58%	60%	75%



Most of us have benefitted from an educational system that understood what is good for us and helped us flourish.



VISION

What we have done so far, remarkable as it may be, is nowhere near enough. True, we manage to churn out all this work because we connect, we listen, we speak to each other and we share the 'cause' which is close to heart.

At this point, I would like to share my beliefs by narrating a childhood memory:

I recall with some nostalgia the time our extended family would meet up in front of my parents' house and a cortege of some four or five cars would head out on an early Sunday morning to either Kennedy Grove, Ta' Qali or some other exquisite location. We would spend time playing in the countryside whilst my parents and various other relatives mulled over what life was throwing at them.

I also recall when I played in a semi-abandoned field close to home with my friend Mark. We used to play ball till our toes turned blue. When tired of the 'beautiful game' it was time to grab our bikes and make a quick escape after ringing the doorbell of some hapless old lady.

The lushness of fresh air, the scent of the carob trees, I would dare say even the waste found in the countryside smelt sweet. I still have a memory of each and every scent. I loved the environment and we learnt to respect it whether it was by refraining from catching frogs from Chadwick lakes or to dispose responsibly of our leftovers. The respect was there – the ecosystem gave us, and we gave back to it. In fact, at the time there was no talk about balancing acts and sustainability because it would just happen.

So, as I sit at my desk to write this Manifesto, children, young people, adults and older persons, possibly living just around the corner, are unhappy and life for them is an uphill struggle. Not out of their own choice they were dealt a bad hand.

Most of us have benefitted from an educational system that understood what is good for us and helped us flourish.

Most of us have profited from the tender, loving care of the community that embraced us.

Most of us might not have had to struggle, and if at some point our life took a bit of a twist, we had in us enough reserves in the form of resilience to take us forward.

I am not one to be nostalgic. It is true that the 50s for me are now a conspicuous marker, but much as I value the beauty of the opportunities that abound, as I look into the crystal ball I see things that are starting to trouble me and the words of the eminent Dante Alighieri taken from his *Divine Comedy* ring in my ears and are perhaps an apt citation here;

In the middle of the journey of our life I came to myself within a dark wood where the straightway was lost. Ah, how hard a thing it is to tell what a wild, and rough, and stubborn wood this was, which in my thought renews the fear!





As a matter of fact, instead of a community of peace we have 187,000 people in Malta struggling with loneliness (more than doubling during the pandemic) and have no one to turn to in times of grief and neither anyone to share their happiness with.

We handover a society that has in the recent past assassinated a journalist; a society in which people have had their homes pulled down by an excavator, some have remained homeless others have lost their lives too; a society in which a person was slaughtered simply because of his skin colour; a community whereby food banks are becoming the order of the day and good governance has become an issue.

Quoting Saint Pope John Paul II,

*Violence is a lie, for it goes against the truth of our faith, the truth of our humanity.
Violence destroys what it claims to defend: the dignity, the life, the freedom of human beings.*

However, there is a silver-lining for all of us to see. We can be the bastions of defence where in our weakness and fragility we stand up to the persecutors. We devotees of social justice can as a Faculty become the designers of our social fabric devoted to social justice, advocacy and ethical practice.

We are all architects of a national agenda intent on supporting equity. You are all dedicated to bettering the existence of others. The success of this Faculty is not in homogeneity. Its success can be seen in the building of coalitions and the seeking of consensus without ever compromising on values. We remain grounded in real-world concerns. We are lovers of social justice – and this is what excites me about our Faculty - the love for the good life.

Our reputation is founded on integrity, on selfless and steadfast dedication to our communities, nothing more, nothing less.

In a series of biographies edited by Justin Wintle, Herbert Marshall McLuhan, a Canadian philosopher is quoted as saying;

...I want to map new terrain rather than chart old landmarks.

The Faculty is about that, it is about 'people', about us, inspired to do precisely that, map new terrain in the social field.

This is why Faculty is so vital.

It is a vehicle for our societal advancement. Scholarship in all its forms are a concourse of ideas. University degrees are also a means of being in touch with the way our society is panning out, that helps identify enquiry gaps and at the same time provide us with empirical data as part of the response. People coming from different walks of life converge together to learn and discover – University is such an important space. It is also about ensuring that through the democratising of knowledge, our society is better equipped to take on what life throws at it both on a personal level but also as communities of practice. Our Faculty is such an important loop in this complex inter-weaving of people with each other, in the creation of society, in generating empathy, in modelling good practice and wellbeing.







Choosing to work or study with the Faculty for Social Wellbeing is a privilege bestowed upon the UM. As we sit on this hill situated in the former 'fisherman's dwelling' I feel the weight on my shoulders, but I am equally happy to have been granted the privilege.

As a Faculty, we need to replenish our knowledge and scholarly reserves because we owe this to our country. We need to re-calibrate what is not working, provide solutions where there is unease and provide ideas where society has unequivocal gaps. Let's face it, society needs our help in lowering the bridge where minorities are still suffering discrimination.

We are now more conversant on how to democratise knowledge and make the data that we gather more accessible to the community. As a Faculty we have seen myriad examples where the University pioneered a concept, a product, an idea or a service that was eventually absorbed by society. I believe we have not yet reached our optimum yet. There is still room for making better use of the data we collect through our scholarship by transferring it back into the community. We need to aim even higher.

We need more staff, more money for research, more Research Support Officers, more physical space and more opportunities where to debate – *Rest assured that I will keep breathing down the neck of the Rectorate and Directors!*

We also need the State, in particular, the Government, to realise that we are in the scholarship business and on the other hand as academics we should make ourselves even more available to politicians and policy makers – *Rest assured that I will keep working on establishing relationships!*

We have the skills and the vocation to do what we are good at; collecting statistics, analysing information, investigating the facts, scrutinizing numbers and evaluating documentation. Others have the vocation to implement the solutions we propose – *Rest assured that I will keep promoting the endless skill-set we have!*

We need to work closely with each other and the Faculty is committed to stand shoulder-to-shoulder with the community – *I will keep working hard at being a catalyst!*

It is also important that we keep internationalising our Faculty. We should make better use of our consulates and embassies and the international reputation that most of us have developed in these last years. This is all "capital" and we should use to encourage more international students and more scholarship to come in our direction. Our geographical positioning, our proficiency in languages and our strong international portfolio are feathers in our cap, resources we could be using better.

As a Faculty we have grown to become a reliable and trustworthy institution.

As societies become more complex the Faculty assumes a very important role in the process of safeguarding the interests of individual needs in our community especially those who are pushed to the margins. As an Institution we are not perfect, but trustworthy, reliable and dependable and because of that we need to use our influence to push to the forefront the national agenda issues that are being placed on the back burner: misogyny and other gender related issues; gentrification; ageism; family issues; violence; racism and homelessness to mention just a few. We need to push the envelope!



At this point, a quote that comes to mind is from that 1965 musical, *The Sound of Music* when Mother Abbess says;

Maria, these walls were not meant to shut out problems. You have to face them. You have to live the life you were born to live.

This mandate to go forth is embodied in another quote from Dante Alighieri's, *The Divine Comedy*, when he says;

Consider your origin. You were not formed to live like brutes but to follow virtue and knowledge. (Inferno 26)

Colleagues, I invite you to contribute to the transformations you want in your communities.

This is what is so special about our 400-year-old Institution. We are not only about dishing out degrees or being subservient to industry and services. We should be savouring what lies embedded in our alumni. They are the ones that will lead and the ones to set the agenda in the future. We must encourage them to contribute to the transformations they want to see in their communities.

Be as controversial and contentious and provocative as you feel you need to. Don't shy away – let yourself be guided by your moral and ethical compass.

We are here to rock the boat! We are here to swim against the stream! We are here to teach against the grain!

As a close colleague of mine shared during the 2020 Stakeholders meeting;

Tertiary level education, across the board and in all disciplines rests on encouraging the challenging of myths, of totalising and hegemonic worldviews of any shade and hue. Obviously (and this is central to the Faculty's mission to do so) we must be attuned to the reality on the ground and ensure the requisite dovetailing with practitioners and services, even more so given that we host a plethora of professional degrees. ...we have the equally challenging mission of guarding against the propagation of totalising, normative discourse and to develop free thinking and as much exposure to different ideas as possible.

I am buoyant because I am part of a gifted Faculty.

The American author Helen Keller said;

...alone we can do so little, together we can do so much...

My hope is that during the next four years we wear our panoply and stand up for what we believe in together.

We need to ensure that social wellbeing is not simply measured in euros but by love.

The proverbial claim that "the collective is stronger than individuality", is true, very true.

We will stand shoulder-to-shoulder.



We are here to rock the boat!
We are here to swim against the stream!
We are here to teach against the grain!



GOALS / OBJECTIVES

Dear Academic colleagues, recognise your thoroughness not only to your discipline and profession but to your communities. You are definitely equipped to take it on.

Dear Graduates, now that you are part of this community it is time to put your knowledge into practice – it is now pay-back time! You need to be at the forefront. We are handing over the baton so that you can lead the resistance.

Dear Students, continue to broaden your knowledge. Seek to engage with the knowledge that is shared with you critically and analytically.

Dear Research Support Officers, keep bringing in a wealth of expertise and a strong knowledge base that will enhance our research.

Dear Administrators, you are our backbone, and I mean it. We just cannot do it without you.

Dear PhD Candidates, we are so proud to have you on board, to share the important projects you are working on which address some very important research gaps.





TANGIBLES

Last term I saw through 85% of my pledges.
These are the tangibles I will be working on in the next four years.

By the first year:

I will set-up a **forum** that will meet once a year bringing together administrators and heads of department.

I will consolidate our **Faculty Journal**, *Studies in Social Wellbeing Journal*, and ensure that it will be published once a year.

I will consolidate the **Faculty Research Magazine**, *societas.expert* and increase publication to two editions a year.

I will consolidate the **Connect Newsletter** and commit to publishing it twice a year and improve its design.

I will consolidate the **Digest**, maintain weekly publication and commit to improve its design and increase its circulation.

I will commit to **reply** to emails and telephone calls within a maximum of three working days.

I will commit to a wide-ranging **mapping** of our research areas and identification of research gaps.

I will commit to organise an annual event at **Parliament** to address MPs and MEPs on our research and concerns.

I will commit to improve and regularly update our **Faculty and Departmental websites**.

I will propose the rationalising of our **Faculty committees** to be more effective and less taxing on the academics and administrative staff.

I will commit to a strong **marketing campaign** to entice students to read for courses with our Faculty

I will commit to **reacting** to social issues more expediently and backed up by data.

I will commit to keep **meeting** all staff at least once every academic year.

I will commit to keep **meeting** each Department at least once every academic year.

I will commit to **strengthening** my relationship with student organisations within the Faculty by meeting them at least twice a year together with their respective HoDs.

I will commit to consolidate **FREC**.

I will commit to consolidate the **College of Heads**.

I will commit myself to working more closely with **KSU**.

I will commit myself to an **open door policy**.

I will commit to events that make **Freshers' feel welcome** and work on increasing the intrafaculty dialogue between them.

I will commit to ensuring that our **Graduands** are given a merited farewell.

I will commit to consolidate the **Dean's Forum** and encourage students to take a leading role in its organisation.

I will commit to strengthen our presence on our **Socials**.

I will commit to submit a written report of **Senate** proceedings for FB.

I will commit to developing a **programme of collaborations** with Cottonera Resource Center and Fawwara Center.

I will commit the **Deputy Dean** to take on specific leadership tasks.

I will commit to having a more coordinated **Faculty Calendar**.

I will commit to an **Annual Conference** that will deal with a Faculty agreed theme.

I will commit to consolidate the **Faculty Seminar**.

I will commit to consolidate the **Let's Toast the Faculty** event.

I will commit to consolidate the Dean's hosting of informal **coffee 'dates'**.

I will commit to consolidate the **Vlogs** with at least four Vlog Posts per semester.

I will commit to consolidate the **Research Scholarship Committee**.

I will commit to consolidate the **Community Engagement Committee**.

I will commit to consolidate the HoDs two **away days**, the administrative team away day and the RSO away day.

I will commit to encourage administrative staff to increase attendance to **training programmes** by 25%.

I will commit to lobbying for the recognition of community engagement when considering **promotions**.

I will commit to organise at least one **Open Dialogue** per academic year.

I will commit to organise a **work in progress** seminar for PhD candidates.

I will commit to consolidate the **Graduands Go Green** event.

I will commit to encourage the UM for more **gender balance** appointment in committees and boards.

I will endeavour to strengthen the relationship with our **visiting and casual lecturers**, to give them more space where to work and to help them develop a sense of belonging.

I will encourage Faculty Board to engage with controversies by preparing a **brief** for every Faculty Board on a current social issue.

By the second year:

I will introduce a **grant** of 1000 Euros a year that will go for student/s willing to develop a research project outside their studies.

I will endeavour to improve our **scholarship** by providing more RSO support to academics.

I will encourage an **internal debate** to look at the interface in our disciplines.

I will commit to delve into other issues related to wellbeing and the **interface**, in a number of areas for example environment, economics, architecture and AI.

I will commit to another Faculty series on **Campus FM**.

I will commit to review our **BA (Hons.) Social Wellbeing studies** course.





I will commit to develop a **mindfulness programme** for staff and students.

I will commit to organise a programme in **pet support** for students during the weeks preceding the exam period.

I will commit to organise an event to **celebrate the research** of undergraduate and postgraduate students.

I will commit to review the **Faculty strategy**.

I will commit to organise a national social welfare **conference** after a wide-ranging consultation process with students, staff and stakeholders.

I will commit to create a working group made up of senior professors to mentor junior staff on how to prepare towards applying for **professorships**.

I will commit to consolidate the **Professorial Lecture Series**.

I will commit to consolidate the **Brown Bag Seminars**.

I will commit to develop targeted national campaigns that will address **minority issues**.

I will commit to celebrate the **10th Anniversary** from the setting up of our Faculty.

By the third year:

I will seek to double the number of **MoUs** we currently have.

I will endeavour to organise events that will encourage our students to develop a stronger sense of **activism**.

I will propose the setting up of a **Stakeholders' Forum** (service users).

I will propose the setting up of an **intensive summer school/master classes** in the area of social wellbeing studies.

I will propose an **under-graduate study unit** for all students that deals with minority issues.

I will propose the setting up a **postgraduate research** symposium.

I will encourage students to be part of our **marketing campaign**.

I will encourage academics to **write summaries and reviews** of published papers and text books.

I will commit to the setting up an **Observatory** to measure societal wellbeing and to converge methodologies.

I will commit to the setting up of an **alumni** forum.

I will commit to offer students training on **public speaking and direct-action skills**.

I will commit to encourage students to develop a student **Faculty Federation**.

I will commit to consolidate the **Faculty on the Move** theatre outreach.

I will commit to invest more in supporting academics to engage in **international research collaborations**.

I will commit to a new **high level video feature** on a social theme (similar to the Loneliness feature)

I will commit to organise a **PhD candidates** writing retreat.



I will commit to an annual **memorial lecture and celebration of life** to remember the students and staff who passed away.

I will commit to provide more **CPD accredited courses** to private and government entities.

I will lobby for the Faculty to have its first **Academic dedicated to research**.

I will lobby for our Faculty to have more **Professors**.

I will lobby for **hot-desking** for our MPhil/PhD candidates.

I will introduce **town hall meetings** where the Faculty will reach out to the Local Councils and develop space for the exchange of ideas.

By the fourth year:

I will seek to double the number of **PhD Candidates** we currently have.

I will seek to develop **inter-Faculty** meetings to continue to improve our relationship and draw from each others' expertise and possibly develop tangible collaborations.

I will seek to increase our **student cohort** by 25%.

I will commit to prepare for a **transition plan** towards the next Deanship.

I will commit to have our third edited **social wellbeing text**.

I will commit to work towards having an increase of 25% in our **publications**.

I will commit towards having 3 new **PhD scholarships**.

I will commit to develop a **Faculty library** with our publications.

I will commit to publish the first **history of the Faculty** based on narratives, facts and anecdotes as a development from the Faculty Video Biography.

I will keep lobbying to grow our **work force**, whether it is academic staff, RSOs or administrators. Staffing should be commensurate with the way the Faculty is growing in numbers (students and research funds).

I will keep lobbying to have our '**club house**'. With this being one of the most active Faculties not having its own building is appalling.





SHARING THE JOURNEY

There is so much to do but let us always seek to work towards transformations, gradually yet decisively, while still taking time to reflect on our actions. As a friend and colleague told me; ***“we just need to recognise and respond to what is within our reach and maybe a bit beyond that too!”***

I am so looking forward to ***sharing the journey*** with you for the next four years and to living up to my personal motto: *fejn tfittxuni ssibuni!*

Andrew







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