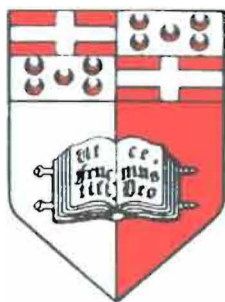


# University of Malta

## Strategic Plan

2002-2006



# UNIVERSITY OF MALTA

## Strategic Development Plan 2002-2006



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## **Mission Statement**

**I**n the period 2002-2006 the University of Malta aims to strengthen its teaching role by offering quality education to a larger number of local and foreign students to enhance further its international reputation in the field of research, and to anticipate, and respond quickly to national needs. In the process of offering quality academic services, the University endeavours to become a stronger and a more resilient institution.



## Strategic Development Plan 2002-2006 Goals

- 1. Quality Education*
- 2. Excellence in Research*
- 3. Quality of Life*
- 4. The World of Work*
- 5. Increase in Student Numbers*
- 6. Streamlined Administration*
- 7. Improve the Physical Environment*
- 8. Fund Generating*
- 9. Enhance Quality Assurance*

## The Next Five Years

During the last decade European Universities have been increasingly encouraged to become more entrepreneurial. Ours has been no exception. It has been stated that to be 'enterprising' carries undertones of boldness, resourcefulness, originality, creativity and imagination (Williams, 2003).

The present strategic plan, the combined effort of so many academic members, sets out to allow the university sufficient elbow room to achieve entrepreneurship. At the same time it underlines such deep academic values as integrity, scholarship, a critical approach to research and disinterestedness.

Universities have come to realise that their survival is no longer solely and totally determined by their rock-like foundations of scholarly teaching and research as by their 'navigational' skills in the face of winds of change and currents created by government, society, students, industry and sponsors. The massive expansion of higher education that has occurred mainly in the last decade has brought in its wake its own set of problems, not least amongst which financial.

The drawing up of this strategic plan addresses, and, in some instances, anticipates some of these problems. There is absolutely no doubt that the pressures for change today are far greater and more immediate than ever before. We are in the business of creating and transferring knowledge and interpreting information for a society that is becoming more and more knowledge based.

A strategic plan should not therefore be seen as something handed down at Mount Sinai but something with an inbuilt potential to respond quickly to ever changing requirements.

**Professor Roger Ellul Micallef**  
*Rector*  
*University of Malta*



*“We are in the business of creating and transferring knowledge and interpreting information for a society that is becoming more and more knowledge based.”*



## Preamble

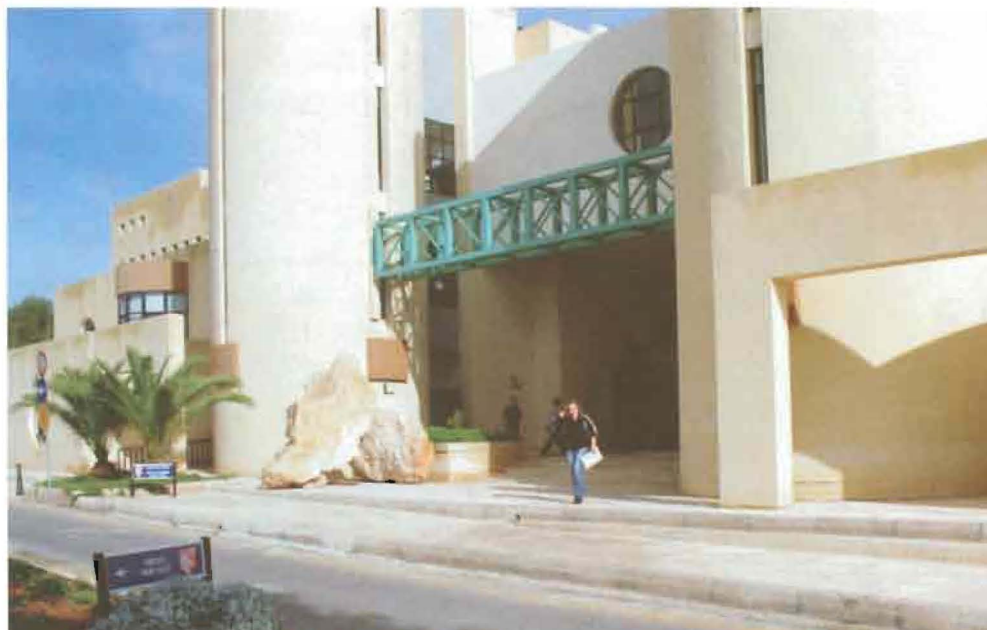
The University of Malta devised its first formal strategic plan in 1998 for the years 1999 – 2001 and implemented it unobtrusively in an in-house approach without publicity outside the institution. Having learned from the first attempt, the University is embarking on its second, a five-year strategic development plan for the years 2002-2006.

This Strategic Development Plan is designed on the awareness that tertiary education in Malta has entered an era of great change. In the next five years, the University will face challenges posed by growing requests for students' entry, the technological revolution, limited finances, increased competition for state resources, and demands for greater accountability. At the same time, the University has to ensure that its aims are achieved through a policy of equal opportunities among men and women, as well as for persons with special needs. Increasingly, it has to operate within a multi-cultural environment. Inevitably, the University is not only caught up in, but has to contribute to what Bertrand Giles had termed "the historic transformation" that is changing our technological system as we move from an industrial to a cognitive society.

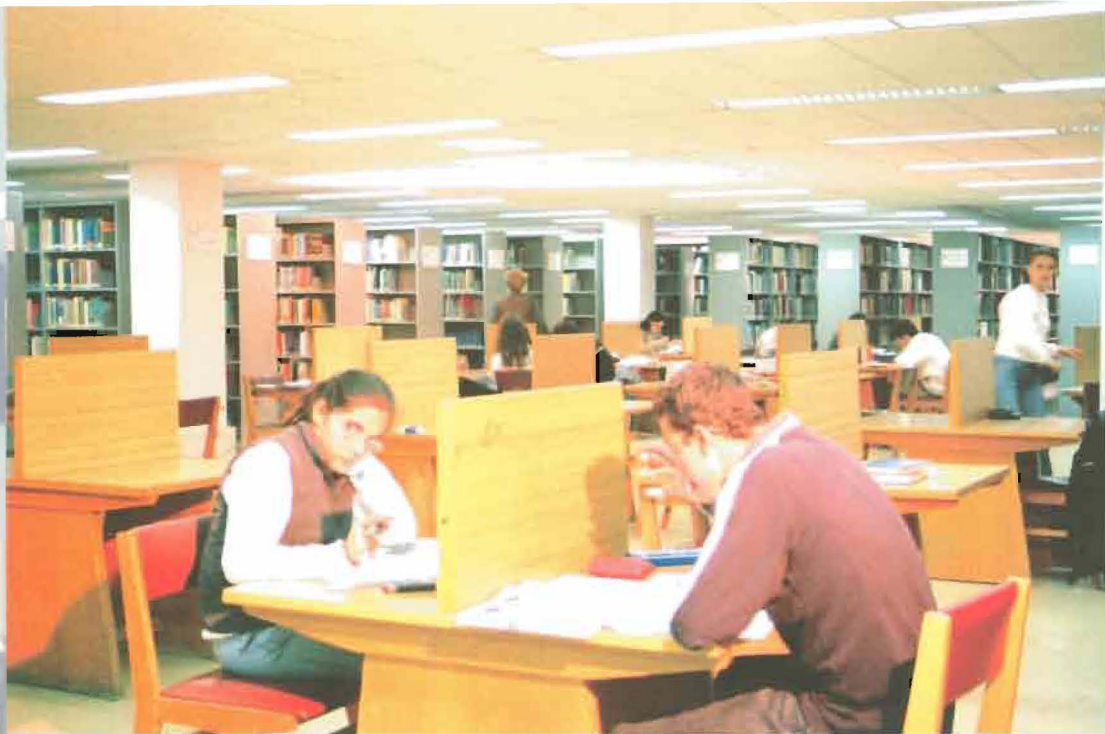
Do Strategic Development Plans have any value in an age where bifurcation and non-linear developments become more pronounced? The University cannot predict its future, but its community of scholars, students and support staff can shape its development by seeking answers to two future-oriented questions: "What needs to be done?" and "How can we do it?" The following nine goals provide answers to these two questions.

1. **Quality Education:** The University will continue to offer quality education to enhance its role as Malta's leading institution of higher learning and to strengthen its academic reputation among international peers.
2. **Excellence in Research:** The University will continue to pursue investigative and applied research that is recognised internationally for its quality and impact on the academic community as well as on the local population at large.
3. **Quality of Life:** The University will reinforce its commitment to improve people's quality of life by means of professional and liberal education courses, together with an ongoing programme of educational and cultural functions.
4. **The World of Work:** The University will strengthen its links with the world of work to undertake joint projects that are mutually beneficial.

*“In the next five years, the University will face challenges posed by growing requests for students' entry, the technological revolution, limited finances, increased competition for state resources, and demands for greater accountability.”*







5. **Increase in Student Numbers:** The University will intensify its drive to increase the number of students coming from all sectors and ages of Maltese society, as well as from overseas.
6. **Streamlined Administration:** The University will streamline its administrative structures to provide the appropriate back-up to its expanding academic commitments.
7. **Improve the Physical Environment:** The University will improve and sustain the working and aesthetic physical environment of its campus sites.
8. **Fund Generating:** The University will seek a higher allocation of state funds, and in a pro-active manner, will endeavor to generate additional funds in order to continue providing quality education to an ever-increasing number of students.
9. **Enhance Quality Assurance:** The University will expand its Quality Assurance programme to ensure excellence and accountability in teaching, research and administration.

*“The present document is the result of the ideas, suggestions, feedback and amendments that have emerged from the grassroots...”*

These goals have evolved following widespread discourse and debate in all the sectors of the University. In 1999, all Faculties and Institutes were asked to carry an academic and administrative exercise to establish their strengths, weaknesses, opportunities and threats. On the basis of this analysis, the various University entities were asked to identify the areas of activity they sought to expand, and to suggest how they saw the University's future in the light of their plans. These were formulated into a 'draft' 2002-2006 Strategic Development Plan document, copies of which were given to all academic members of staff and to all senior support staff. The 'draft' was vigorously discussed at Departmental/Division, Faculty/Institute and Support Section meetings throughout the University. The present document is the result of the ideas, suggestions, feedback and amendments that have emerged from the grassroots at these and previous meetings.

Some have argued that the Strategic Development Plan is incomplete since, while it identifies goals and objectives, it lacks the specific actions expected of Faculties, Institutes and Support Sections. The approach is intentional for it would be impractical as well as presumptuous to specify the many initiatives that different University entities can take to implement the Plan's goals and objectives. As the Strategic Development Plan emerged from the grassroots, its implementation will be best achieved through specific actions identified and executed at Departmental/Division, Faculty/Institute and Support Section level. Once Senate and Council have approved the plan, members of staff individually and collectively will complete the circle by bringing to fruition the University's goals and objectives through their initiatives and actions.

The University is determined to meet its goals under the leadership of the Rector along with guidance from Council and Senate members. It intends to enhance an environment that is intellectually stimulating, to reinforce a culture that is sensitive to national needs, and to build an academic and management structure that makes the most effective use of its human and material resources. Wider and stronger quality assurance measures will guarantee that academic and support services are of the highest standards.

This is an ambitious but a realistic Strategic Development Plan. It charts where the University wishes to be in 2006 by overcoming the challenges and realising the opportunities it is likely to face over this period. The commitment of University personnel will ensure that all its goals and objectives are achieved. As Seneca said: "There is no such a thing as a favourable wind for the person who does not know where he is going".

**Professor Charles Farrugia**

*Pro-Rector*

*Strategic Development Plan Co-ordinator*

*“The University intends to enhance an environment that is intellectually stimulating, to reinforce a culture that is sensitive to national needs, and to build an academic and management structure that makes the most effective use of its human and material resources.”*



*The University will continue to offer quality education to enhance its role as Malta's leading institution of higher learning and to strengthen its academic reputation among international peers.*

## **Goal One: Quality Education**

The University regards quality education as its highest priority. The University of Malta is a teaching and research institution which recognises that the relationship between the two functions of academia are complementary in the creation of a dynamic and effective learning environment. Such an environment stresses the mastery of principles in subject content, intellectual rigour, creativity, moral and social responsibility, and problem solving. As a teaching and learning community, the University strives to nurture the intellectual development of its students through formal and informal academic activities that match those of reputable universities overseas.

### **Rationale for Goal One**

- A. The University will continue to provide quality learning opportunities through a range of undergraduate and postgraduate courses that lead to professional as well as liberal arts and science qualifications. It will pay special attention to areas that are particularly relevant to Malta and the Mediterranean region.
- B. The University will build upon the Quality Assurance measures introduced so far to ensure that all academic and learning activities are of the highest quality and that they facilitate student and staff mobility with foreign institutions.
- C. The University will reinforce the process of harmonising and strengthening course structures by adopting flexible and co-ordinated general course regulations to facilitate inter-faculty and trans-universities student mobility.

### **Objectives contributing to Goal One**

The University will:

- 1.1 Consolidate undergraduate courses, increase postgraduate courses, introduce new part-time evening courses, and encourage a greater number of inter-disciplinary programmes.
- 1.2 Strengthen curriculum development in all Faculties/Institutes to ensure that course content and delivery reflect academic advances in the subject areas.
- 1.3 Continuously review students' learning experiences with the aim of heightening their expectations of the University and of their own academic performance.
- 1.4 Strengthen staff development courses in pedagogical methods and

### **Projected Actions Related to Goal One: Quality Education**

the use of innovative instructional media directed at small- and large-group teaching through the creative use of technology.

- 1.5 Insist on grading/marking systems that promote and reward students' quality learning.
- 1.6 Insist on student-centred instruction, acknowledge quality teaching and award staff dedication in a tangible manner through merit award schemes.
- 1.7 Strengthen the teaching and learning resources provided by the various entities, especially the Library, the Centre for Communication Technology, and the Computer Services Centre, in order to cope with the increased number of students and their diverse needs.
- 1.8 Enhance, through the International Office, the European Unit and personal initiatives, collaboration with its European and international partners to expand academic mobility and research opportunities.
- 1.9 Expand the Quality Assurance indicators programme with specific criteria designed to improve teaching effectiveness, academic scholarship, instructional resources and administrative support.
- 1.10 Extend the harmonization of courses process through co-ordinated general course regulations to cover all the Faculties and Institutes.
- 1.11 Continue the process of facilitating inter-faculty and trans-universities student mobility by reinforcing uniform and transparent assessment criteria together with course structures that are in line with the Bologna Declaration.
- 1.12 Strengthen student support and welfare through the Student Advisory Services and the Counselling Units to provide a one-stop student-centred service.
- 1.13 Undertake a costing exercise at Faculty/ Institute level to ensure that the level of funding and resources available will match the expected deliverables.
- 1.14 Cooperate with other universities to organise and grant joint collaborative degrees.

*“The University of Malta is a teaching and research institution which recognises that the relationship between the two functions of academia are complementary in the creation of a dynamic and effective learning environment.”*



*The University will continue to pursue investigative and applied research that is recognised internationally for its quality and impact on the academic community as well as on the local population at large.*

## **Goal Two: Excellence in Research**

Creative academic work through research forms the foundations of internationally renowned universities. Creating knowledge and techniques, and disseminating them through teaching and publications are the essential activities of a thriving and throbbing university environment. The University of Malta has to enhance its international research reputation by a supportive research policy-based on individual scholarship and on interdisciplinary research. In view of the ever-increasing resources that good research demands, the University will develop transparent systems to prioritise and monitor its research programmes.

### **Rationale for Goal Two**

- A. The University expects all its academic staff to engage in ongoing research projects as the basis for quality tertiary level teaching.
- B. The University will encourage and facilitate opportunities for staff to develop research collaboration with industry, state enterprises and other universities, to identify problems and provide solutions to local social, cultural, technological, environmental and economic issues.
- C. The University will reinforce the role of its researchers, and will increase its Centres of Excellence to include new areas that are particularly relevant to Malta's needs.

### **Objectives contributing to Goal Two**

The University will:

- 2.1 Stimulate its staff to establish a stronger research and development profile as a route to academic excellence and as a basis for a stronger teaching capability.
- 2.2 Encourage staff to undertake research projects that are of a trans-disciplinary nature to seek answers to specific local technological, economic, social and cultural issues.
- 2.3 Prompt the Research Fund Committee to undertake a research assessment exercise to review current research projects for their effectiveness, and to implement a clear policy for future research objectives.
- 2.4 Collaborate with other universities in joint research programmes as a means of sharing knowledge and attracting research funds.

### **Projected Actions Related to Goal Two: Excellence in Research**



- 2.5 Take measures to enhance the University's research reputation internationally.
- 2.6 Support and encourage research programmes that enhance the work of existing or emerging Centres of Excellence.
- 2.7 Continue the staff development programme, which ensures that all new academics teaching degree courses will attain doctoral qualifications within four years of their employment with the University.
- 2.8 Encourage all Faculties and Institutes to develop doctoral programmes.
- 2.9 Upgrade existing research laboratories and provide new ones.
- 2.10 Seek contract research from industry, government, as well as from other local and international organisations.
- 2.11 Develop and implement an Intellectual Property policy to the benefit of the University, its staff and students, and other external bodies participating in collaborative research programmes.
- 2.12 Provide its members with easier access and facilities to publish their work.
- 2.13 Set up a research support office to assist staff in writing research proposals when seeking external projects funds.

*“Creating knowledge and techniques, and disseminating them through teaching and publications are the essential activities of a thriving and throbbing university environment.”*

*The University will reinforce its commitment to improve people's quality of life by means of professional and liberal education courses, together with an ongoing programme of educational and cultural functions.*

## **Goal Three: Quality of Life**

The University has strong links with the community through its graduates, many of whom assume positions of leadership in the professional fields and in society at large. It provides graduates with the intellectual, cultural, social and technological knowhow and the impetus to improve people's quality of life. In this respect, the University has avoided the temptation to take an elitist stance since it fully recognises the talents and attributes of non-graduates. However, it can serve as the catalyst and the co-ordinator for these talents particularly through its links with local cultural entities, other universities and international educational agencies.

### **Rationale for Goal Three**

- A. The University will continue to review and strengthen those vocational courses that contribute to society's quality of life.
- B. The University will continue to encourage liberal education in the Humanities and the Sciences that contributes to the seeking and diffusion of knowledge.
- C. The University will expand its commitment to safeguard and foster the Islands' social, cultural and environmental riches through teaching, research and public activities in formal and informal functions particularly through partnerships with local and international educational agencies.

### **Objectives contributing to Goal Three**

The University will:

3.1 Strengthen courses in all areas but especially in the Humanities and Sciences not only as a means of generating and diffusing knowledge for its own sake, but also as a support service to professional courses.

3.2 Support academic activities and functions which contribute to the educational, social, moral and cultural enhancement of Maltese society as a whole, including the sustainable development of Malta's environmental resources.

### **Projected Actions Related to Goal Three: Quality of Life**



- 3.3 Continue to foster among its community of scholars and the Maltese public values that promote academic freedom and tolerance for diverse views and beliefs.
- 3.4 Initiate and support activities that foster the Institution's traditions, which respect human dignity and show solidarity with those who need intellectual, moral and material support.
- 3.5 Act as a catalyst and co-ordinator for cultural activities involving non-University personnel through such activities as Evenings on Campus, and Work in Progress Seminars together with public lectures held at the Tal-Qroqq Campus, the Old University Building in Valletta, the Medical School and the Gozo Centre. It will promote programmes by the Centre for Communication Technology, the University Radio and the Public TV Educational Channel to preserve and enrich Malta's vast cultural heritage.
- 3.6 Make its resources available to voluntary groups and organisations engaged in the production of cultural events for the general public.
- 3.7 Promote research and applied programmes to advance people's quality of life and promote healthy lifestyles.

*“The University provides graduates with the intellectual, cultural, social and technological knowhow and the impetus to improve people's quality of life.”*





*The University will strengthen its links with the world of work to undertake joint projects that are mutually beneficial.*

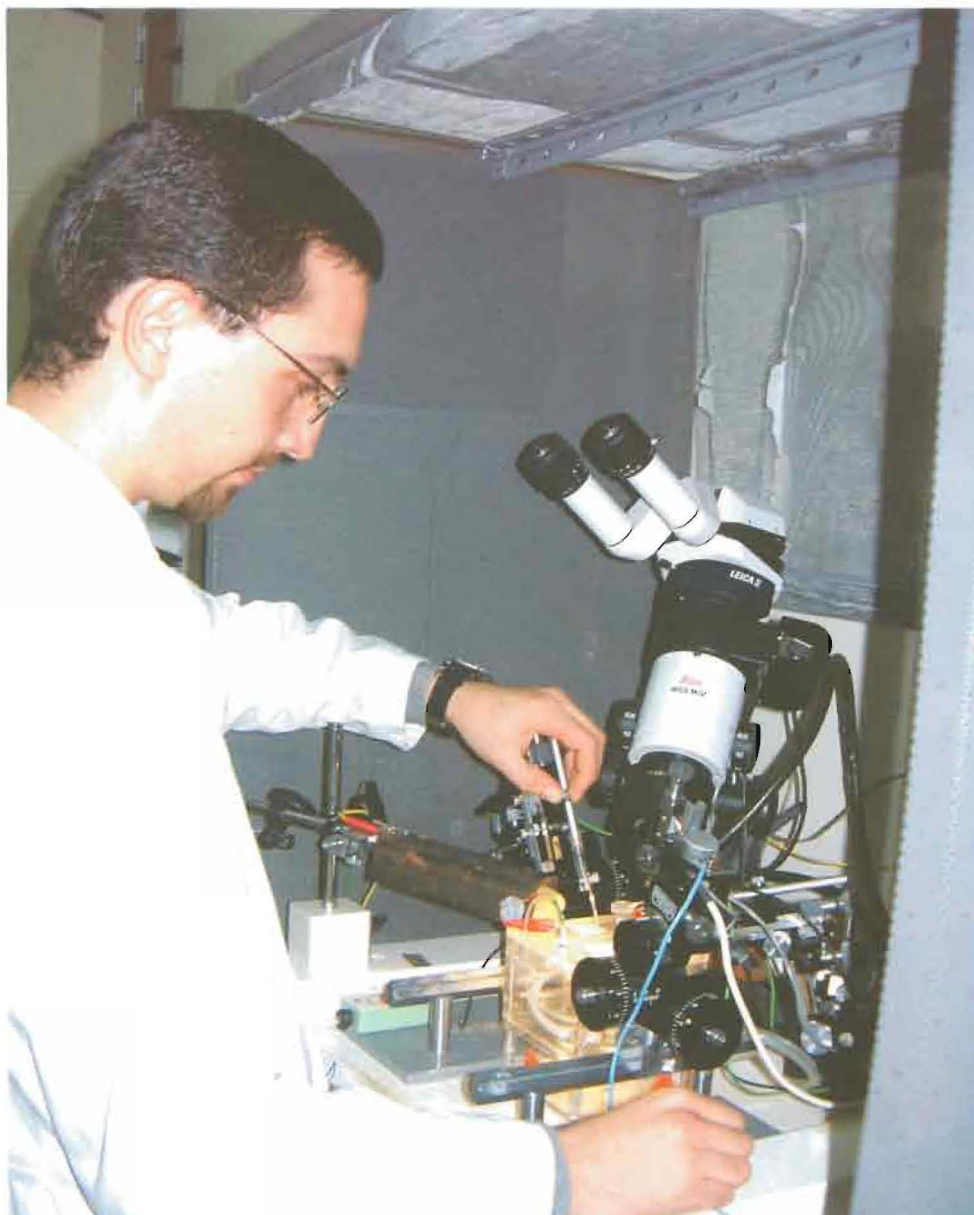
## **Goal Four: The World of Work**

The University's initiative through the first Graduate Potential Seminar held in 2000 brought the institution closer to the world of work. The Seminar and its follow-up activities helped each side to reinforce the conviction that closer collaboration is of mutual benefit. The University, as a human resource developer, makes a significant contribution to the economic and industrial growth of Malta. Furthermore, its laboratories and sophisticated equipment serve to forge productive links with industry. The University is determined to shed the unjustified image of an ivory tower, and will emphasise its unique contribution to the economic growth of these Islands.

### **Rationale for Goal Four**

- A. The University will continue to train professional personnel who, through their intellect, knowhow, capabilities and initiatives will lead local enterprises to higher levels of productivity and material wealth through ethical practices.

### **Objectives contributing to Goal Four**



*“The University, as a human resource developer, makes a significant contribution to the economic and industrial growth of Malta.”*

- B. The University will work closely with industry and other training bodies such as MCAST and ETC to seek solutions that are particularly suited to Malta's technological and economic needs.
- C. The University will undertake collaborative research and hands-on projects to help the local labour market meet new challenges posed by global, technological and economic changes.

The University will:

- 4.1 Ensure that course content reflects the latest developments to meet the present and future needs of local industry and commerce.
- 4.2 Use data collected from the Graduate Potential Seminar research to ensure that graduates obtain the know-how needed by the labour market, as well as develop leadership capabilities, work competencies and entrepreneurial skills to take initiatives and to create opportunities for economic growth.
- 4.3 Establish a Careers Office to work closely with leaders in local industry, commerce and the ETC to match the needs of the world of work and the aspirations of graduates.
- 4.4 With local industry and through international – especially EU – funding, stimulate joint research projects directed towards such initiatives as the Small and Medium Sized Enterprises.
- 4.5 Through units such as the MUS, WPDC, and the Institute of Public Administration and Management provide extension courses and training to all categories of workers who seek or need to develop their vocational/professional skills and knowledge.
- 4.6 Through the initiatives of all Faculties/Institutes working alone or in collaboration with others, especially with MCAST and ETC, continue to run activities to improve people's quality of life and society's welfare.
- 4.7 Through its own example, continue to serve as a model employer by adopting innovative measures to stimulate productivity, quality services and harmonious labour relations.
- 4.8 Retain its traditional characteristic as a humane and friendly institution where all categories of staff work and intermingle with mutual respect and ethical work practices.

*Projected  
Actions Related  
to Goal Four:  
The World of  
Work*



*The University will intensify its drive to increase the number of students coming from all sectors and ages of Maltese society, as well as from overseas.*

## Goal Five: Increase in Student Numbers

### Rationale for Goal Five

The University aims to increase the number of students since it regards itself as the major contributor to Malta's human resource development. The University has a critical role in satisfying people's need and desire for higher and further education. Consequently, it aims to expand its services to reach an increasing number of adult learners who seek Lifelong Education for professional and personal satisfaction. Furthermore, the University wishes to expand the internationalisation of the Institution by attracting more foreign students who enrich the campus with a diversity of ideas and cultures. These initiatives entail the strengthening and consolidation of students' services to cater more effectively for students' needs.

### Objectives contributing to Goal Five

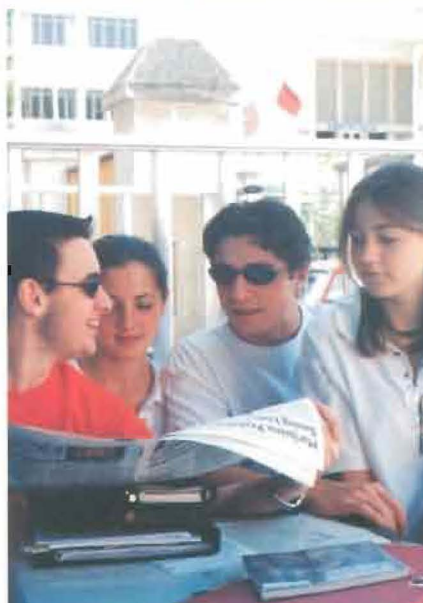
- A. The University will increase the number of local full-time and part-time students to reach 12,000 by 2006. At the same time, it will ensure that quality education is maintained by an appropriate staff:student ratio.
- B. The University will extend its out-reach programmes to provide Lifelong Learning and attract adult part-time learners especially those who seek mid-career improvement or postgraduate studies.
- C. The University will expand its on-campus and distance-learning activities to attract a higher entry of foreign students as a means of internationalising the campus.
- D. The University will work with foreign educational entities to establish more foreign-based branches of the University of Malta.
- E. The University will strengthen and consolidate the students' services, especially guidance and counselling, to become more assessable and efficient.



The University will:

- 5.1 Increase its full-time and part-time students to the ten thousand mark by 2006, at the same time ensuring that quality education is maintained by an appropriate staff:student ratio.
- 5.2 Make a special effort to attract students from those areas in Malta and Gozo where, because of social constraints and/or physical limitations, young people have shunned tertiary education.
- 5.3 Establish a Lifelong Education Unit to co-ordinate part-time courses in a manner that attracts more adult students especially those in mid-career, and those seeking postgraduate qualifications.
- 5.4 Expand the activities of the International Office and the European Unit to attract more foreign students as a means of internationalising the campus.
- 5.5 Consolidate bilateral agreements with other universities to increase the number of exchange students especially through programmes such as Socrates, Erasmus, Comenius and ISEP.
- 5.6 Invest further in instructional media and information technology, especially E-learning to benefit from and contribute to the globalisation of knowledge.
- 5.7 Make fresh attempts to offer Distance Education programmes through radio, T.V. and the Internet coupled with on-campus learning for local and foreign students.
- 5.8 Extend the accreditation of courses run by 'associated' institutions such as the Malta Centre for Restoration and the Institute of Water Technology.
- 5.9 Expand the Link Campus, Rome project to other countries in Europe and the Middle East.
- 5.10 Strengthen and consolidate students' services, especially the Counselling Unit, to become more user-friendly and efficient through one-stop-shop type facilities.
- 5.11 Strengthen the Junior College and the MATSEC Examinations Board to ensure the enrolment of students who are adequately prepared for University studies.
- 5.12 Stimulate the University student societies, particularly the KSU and the University Sports' Board, to ensure a vibrant student life on campus.
- 5.13 Extend and improve the day-care facilities at the Playschool to enable more mothers to engage in full-time tertiary education.

**Projected  
Actions Related  
to Goal Five:  
Increase in  
Student  
Numbers**



*The University will streamline its administrative structures to provide the proper back-up to its expanding academic commitments.*

## **Goal Six: Streamlined Administration**

Aware of the needs and complexities of a rapidly expanding institution, the University has been adopting a new managerial style and administrative model that embrace greater efficiency and accountability. These aim for a structure with focused goals and performance indicators for vitality in action and performance in the service to academia. This Strategic Development Plan forms part of that process: it aims to achieve goals by establishing and communicating priorities. The University is making a more creative and innovative use of information technology to build a base of quantitative and qualitative data for the setting up of achievable objectives within a realistic and supportive administrative infrastructure. Furthermore, the University's committee structure ensures campus-wide consultation and participation in decision-making. Through these actions the University should emerge as a more focused and more efficient institution.

### **Rationale for Goal Six**

- A. The University will review periodically the use of human and material resources to attain better quality services from its personnel.
- B. The University will invest further in the professional and vocational development of its support staff at all levels.
- C. The University will invest in technological innovations to relieve staff from labour intensive chores and allow them to concentrate on the managerial and the more creative aspects of their work.

### **Objectives contributing to Goal Six**

The University will:

- 6.1 Continue to implement the revised administrative structure in order to harmonise practices, to streamline services and to meet the expanding and increasingly complex institutional needs.
- 6.2 Improve the lines of communication between all the sectors of the University, especially between the academic and administrative branches to ensure that all work towards mutually agreed goals and objectives.
- 6.3 Continue to invest in staff development programmes to stimulate advanced administrative and managerial procedures for imaginative problem-solving.
- 6.4 Invest further in computer and information technology to enable staff

### **Projected Actions Related to Goal Six: Streamlined Administration**



to concentrate on the creative and important rather than the trivial features of their work.

- 6.5 Introduce the use of Formula Funding among all University entities to ensure an equitable distribution of funds and more direct, cost-centre accountability.
- 6.6 Insist on quality service throughout the University, and wherever possible provide one-stop services.
- 6.7 From time to time, review the use of its human and material resources to attain the best and highest output, while at the same time retain the reputation of a model employer.
- 6.8 Establish 'deadline' procedures to speed up the attainment of set tasks.
- 6.9 Outsource work that can be done more efficiently and at a cheaper price by non-University personnel.
- 6.10 Encourage a transparent and accessible administrative and management style that reaches to the highest levels.
- 6.11 Strengthen the Communications Office to reinforce intra-university links and enhance the University's image amongst the public.
- 6.12 Take measures to keep Maltese society aware of the University's contribution to people's welfare, and the Institution's achievements at the international level.

*“The University has been adopting a new managerial style and administrative model that embrace greater efficiency and accountability.”*

*The University will improve and sustain the working and aesthetic physical environment of its campus sites.*

## **Goal Seven: Improve the Physical Environment**

### **Rationale for Goal Seven**

Throughout the past decade, the University has had to build extensively to meet the growing physical space required by an ever-expanding number of students and staff. As a result, the Tal-Qroqq campus has often resembled more a building site rather than a tranquil oasis of higher learning. Although it will still be necessary to proceed with some construction work, in the next five years, a special effort will be made to implement an estates-wide aesthetics strategy. This will emphasise a physical environment that is safe, healthy and welcoming to students, staff and visitors.

- A. The University will develop a holistic environmental policy so that all its sites will be safe, healthy, pleasant, welcoming and conducive to higher learning.
- B. The University will also render the outdoor features of its campuses as model landscape sites that are particularly user-friendly to persons with special needs.
- C. Through its own research facilities, the University will employ techniques and devices that will turn its buildings into environmentally and energy friendly sites.
- D. The University will seek EU funds to create a European Space and establish a comprehensive, dynamic and high-quality on-campus international community.

### **Objectives contributing to Goal Seven**



The University will:

7.1 Continue with the refurbishing and maintenance programme in all buildings in order to keep them in the best conditions of repair through strict value-for-money measures.

7.2 Provide physical spaces within Faculties/Institutes designed to promote better interaction and communication between staff and students.

### **Projected Actions Related to Goal Seven: Improve the Physical Environment**

- 7.3 Embellish all its campus sites to render them more attractive and environmentally friendly.
- 7.4 Through EU financial assistance establish a European Space (including a residential area) to provide a safe, comfortable and nurturing living-learning environment that is conducive to students' academic pursuits and personal growth in a multi-cultural international milieu.



- 7.5 Continue with the building programme to provide facilities for the expanding needs of an ever-increasing student and staff population to be able to study and work in a safe, healthy and pleasant environment.
- 7.6 Take all the necessary actions to render all University premises accessible and user-friendly for persons with special needs.
- 7.7 Give priority to health and safety aspects on all University sites.
- 7.8 Intensify research projects in energy saving methods such as the exploitation of alternative energy sources, and apply them to all University sites.
- 7.9 Re-organise the Estate & Works Department and the Precincts Office to provide a more co-ordinated service for quicker and more effective results.

*“In the next five years, a special effort will be made to implement an estates-wide aesthetics strategy.”*





*The University will seek a higher allocation of state funds, and in a pro-active manner, will endeavour to generate additional funds in order to continue providing quality education to an ever-increasing number of students.*

## **Goal Eight: Fund Generating**

The University is aware that in future it will face increasing competition for state funding and consequently it has to pursue more aggressively non-state funds. At the same time, the University has to keep the state constantly aware that it cannot provide quality education without adequate funds, and that money allocated to the University is a healthy investment in Malta's future. It has also to convince the government that it has been managing, and will continue to manage, its funds with prudence through reasonable cost-cutting measures.

### **Rationale for Goal Eight**

- A. The University has to persuade the government that current state funds are utterly inadequate to meet its academic commitments, and that if the Institution's prevailing economic situation persists, academic quality will suffer.
- B. The University will continue working to develop a Formula Funding mechanism that ensures adequate state funds and their equitable distribution among its sectors.
- C. The University will collaborate with industry and private entities in educational and research programmes that generate funds and reduce expenses.
- D. The University will extend the range and number of fee-paying courses.
- E. The University will seek to attract more foreign fee-paying students.
- F. The University will enforce cost-cutting measures to ensure cost-effectiveness in all academic and administrative matters and refine its budget audit to become fully transparent and accountable.

### **Objectives Contributing to Goal Eight**

The University will:

- 8.1 Continue working on a Formula Funding mechanism to ensure adequate state funding, and an equitable distribution of University funds among all its sectors.
- 8.2 Continuously revise the use of its human and material resources to ensure that funds received from the State are utilised in the most efficient manner.

### **Projected Actions Related to Goal Eight: Fund Generating**

8.3 Endeavour to persuade the government that current state funds are totally inadequate to meet the ever-increasing demands of more students and courses.

8.4 Enhance and sustain a culture of transparency and accountability in all aspects of fund management.



8.5 Encourage a financial culture that promotes the generation of resources as well as the prudent consumption of funds.

8.6 Encourage all Faculties and Institutes to embark on academic activities that generate local and foreign funding. In turn, the University will allow greater autonomy to its entities over the funds that they generate.

8.7 Train Officers in charge with Faculties/Institutes in the administration of finance so that they become better equipped to manage University allocated and self-generated funds.

8.8 Intensify support to individual and group members of staff to bid for foreign-funded projects.

8.9 Collaborate with local industry to undertake joint projects that are of mutual financial benefit.

8.10 Support initiatives by the Malta University Services to liaise and establish closer links with industry as a means of generating funds.

8.11 Intensify efforts to attract more fee-paying foreign students.

8.12 Invest in efforts to establish other Link Campus home-type sites in Europe and the Middle East as fund generating entities.

8.13 Lease University facilities to generate funds.

8.14 Run fund-raising activities that benefit from the University's kudos, especially among its alumni.

8.15 Review and establish capital funds needs for the next five years.

8.16 Develop comprehensive staffing plans that are sustainable since staff salaries are the highest recurrent costs of the University.

8.17 Use technology to reduce labour-intensive and costly chores.

*“The University cannot provide quality education without adequate funds, and money allocated to the University is a healthy investment in Malta's future.”*

*The University will expand its Quality Assurance programme to ensure excellence and accountability in teaching, research and administration.*

## **Goal Nine: Enhance Quality Assurance**

As a national institution relying on public esteem and state funds, the University is duty bound to ensure that its academic and other services are of the highest quality. Furthermore, in an age where transparency in governance and accountability in policy implementation are demanded of any national body, the University is determined to lead the way in developing and applying Quality Assurance measures. The Quality Assurance Committee is engaged in major initiatives to introduce or reinforce the culture of quality service. The University will bolster the Committee's work to collaborate with all the Institution's sectors to ensure excellence in their respective services.

### **Rationale for Goal Nine**

- A. The University will continue to insist and ensure that all entities develop their own annual and five-year strategic development plans which contribute to, and at the same time are in harmony, with the University's overall Strategic Development Plan.
- B. The University will intensify its efforts to attract and retain staff of the highest calibre and provide them with professional development courses that help them deliver high quality teaching, conduct first-rate research and carry out efficient administration.
- C. The University will strive to implement among all its academic and support sections methods that adopt clear and unambiguous policies, to carry out their business in the most transparent manner, and to implement actions that can stand up to accountability and public scrutiny.

### **Objectives contributing to Goal Nine**

The University will:

9.1 Require all its academic, administrative and financial sections to draw up one-year and five-year strategic development plans, and annually to report to Senate and/or Council on the progress made and the goals achieved.

9.2 Ensure that all Faculties and Institutes submit or prepare for Senate's approval course handbooks

### **Projected Actions Related to Goal Nine: Enhance Quality Assurance**



providing current and prospective students with all the relevant information pertaining to each course. All course regulations are to conform with the University's harmonised course regulations.

- 9.3 Introduce cyclic review procedures, including advice by external assessors, to evaluate existing practices and make recommendations for improvements.
- 9.4 Extend the current series of in-house and external professional development courses for academic and support staff to enable them to keep up-to-date in their respective areas and to provide quality services particularly through the application of new media, interactive courses and home-based learning.
- 9.5 Develop and implement the Performance Bonus and Merit Award Schemes contemplated in the University/Unions collective agreements.
- 9.6 Facilitate the dissemination of policy decisions and the procedures to implement them, in order to ensure transparency and accountability.
- 9.7 Empower the Quality Assurance Committee to monitor the work of the academic, administrative and technical sectors of the University in order to suggest improvements.
- 9.8 Review students' feedback sheets to render the procedures of courses evaluation more effective.
- 9.9 Revitalise the Campus Suggestion Scheme through the electronic media to render it more popular and effective.
- 9.10 Use the mass media to advertise its quality services and achievements.

*“In an age where transparency in governance and accountability in policy implementation are demanded of any national body, the University is determined to lead the way in developing and applying Quality Assurance measures.”*

