



L-Università
ta' Malta

Summary

Strategic Plan 2020–2025

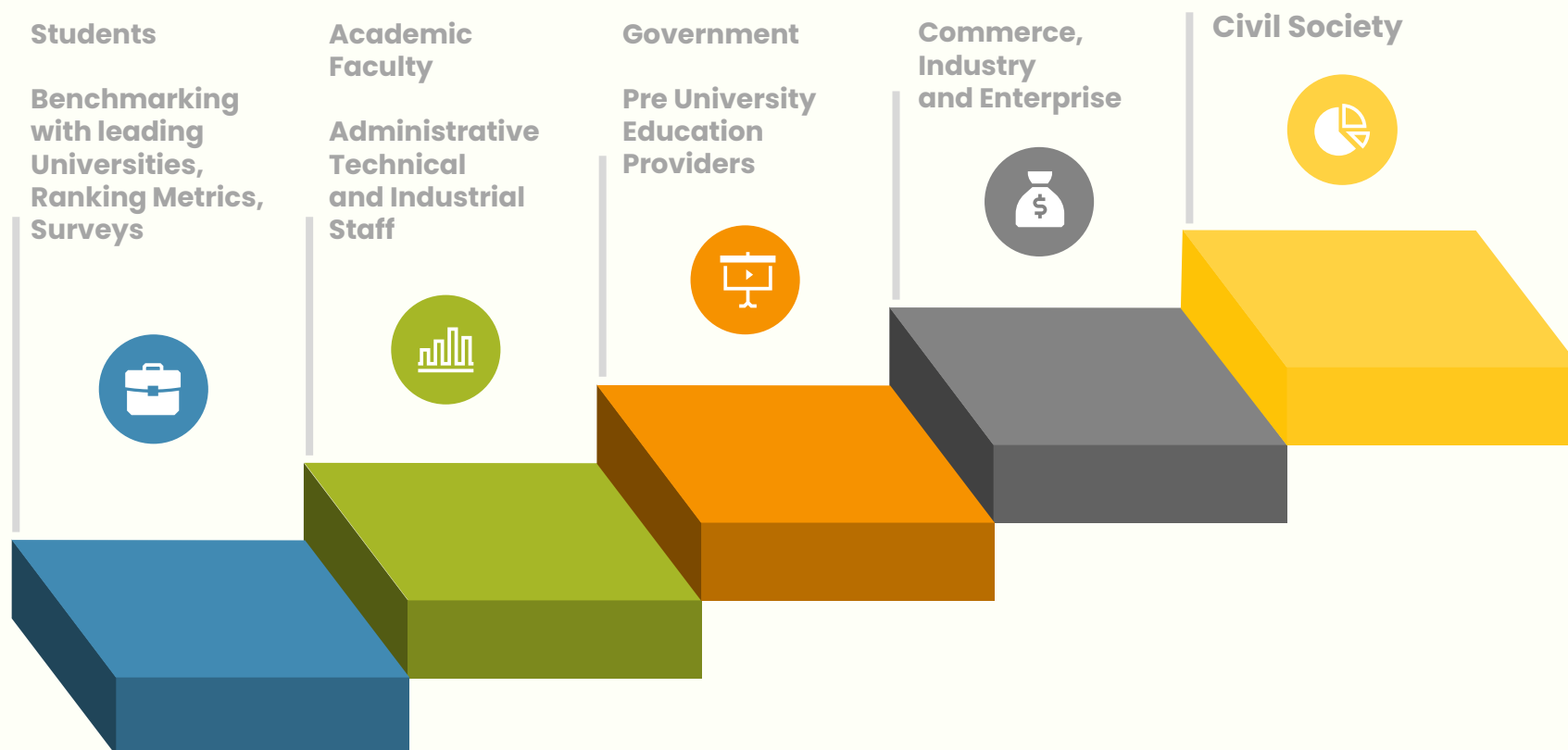
*Serving students, scholarship
and society, sustainably*

www.um.edu.mt/strategy

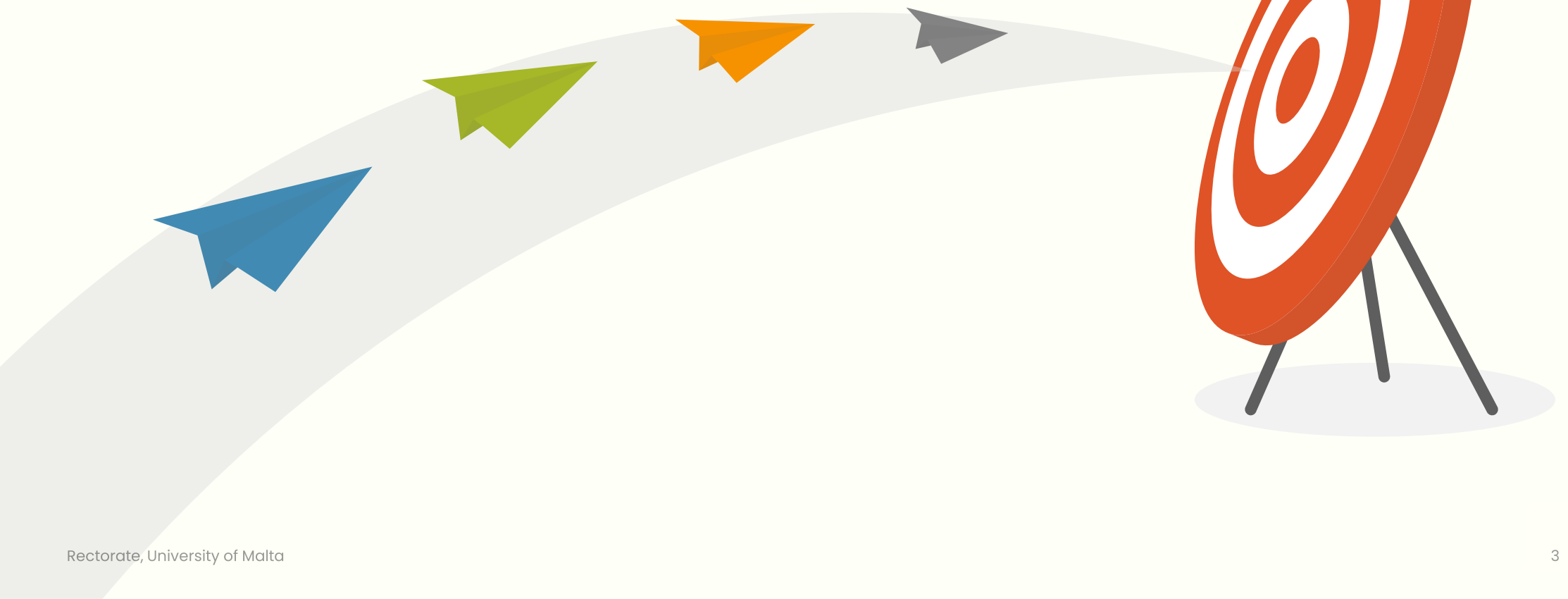
Summary

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

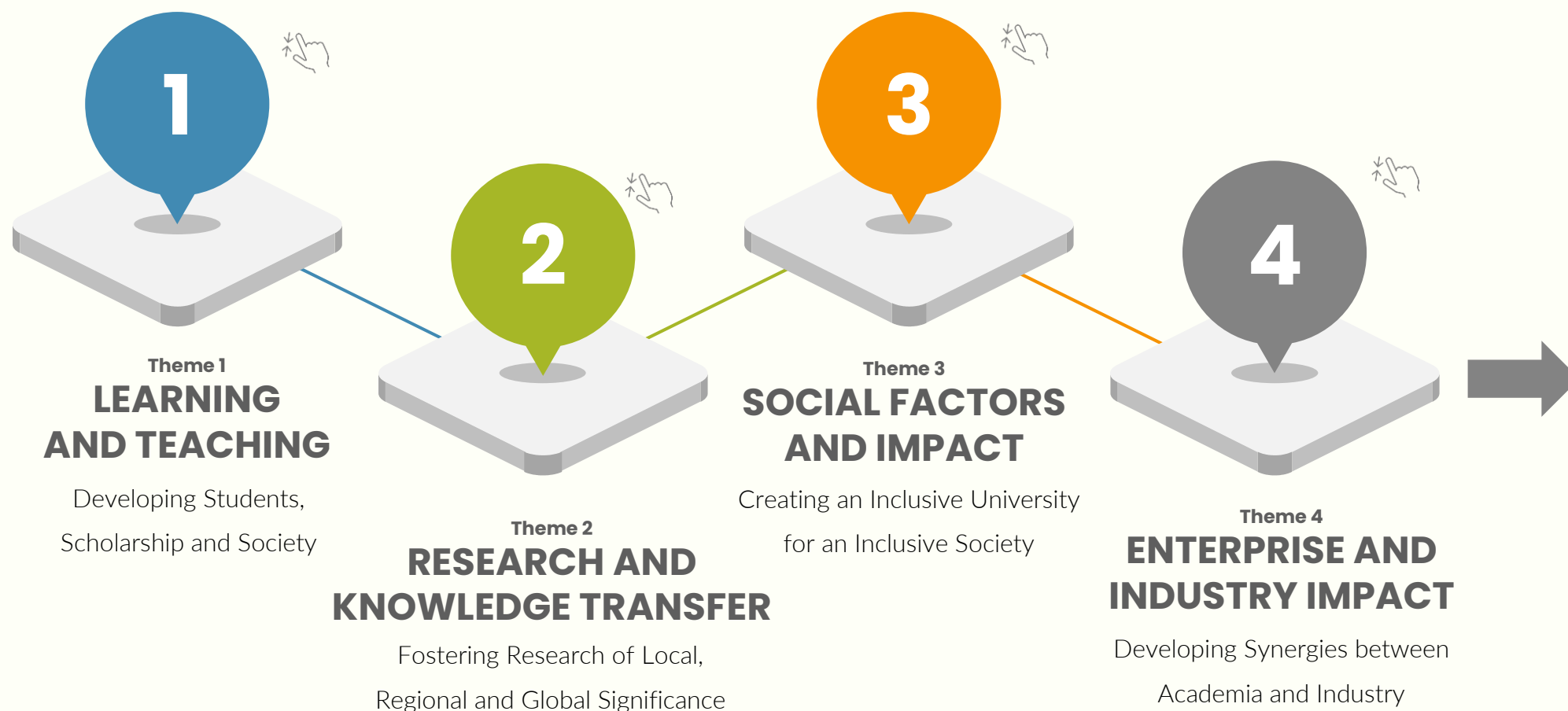


OBJECTIVES STRATEGIC THEMES



STRATEGIC PLAN – OBJECTIVES

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



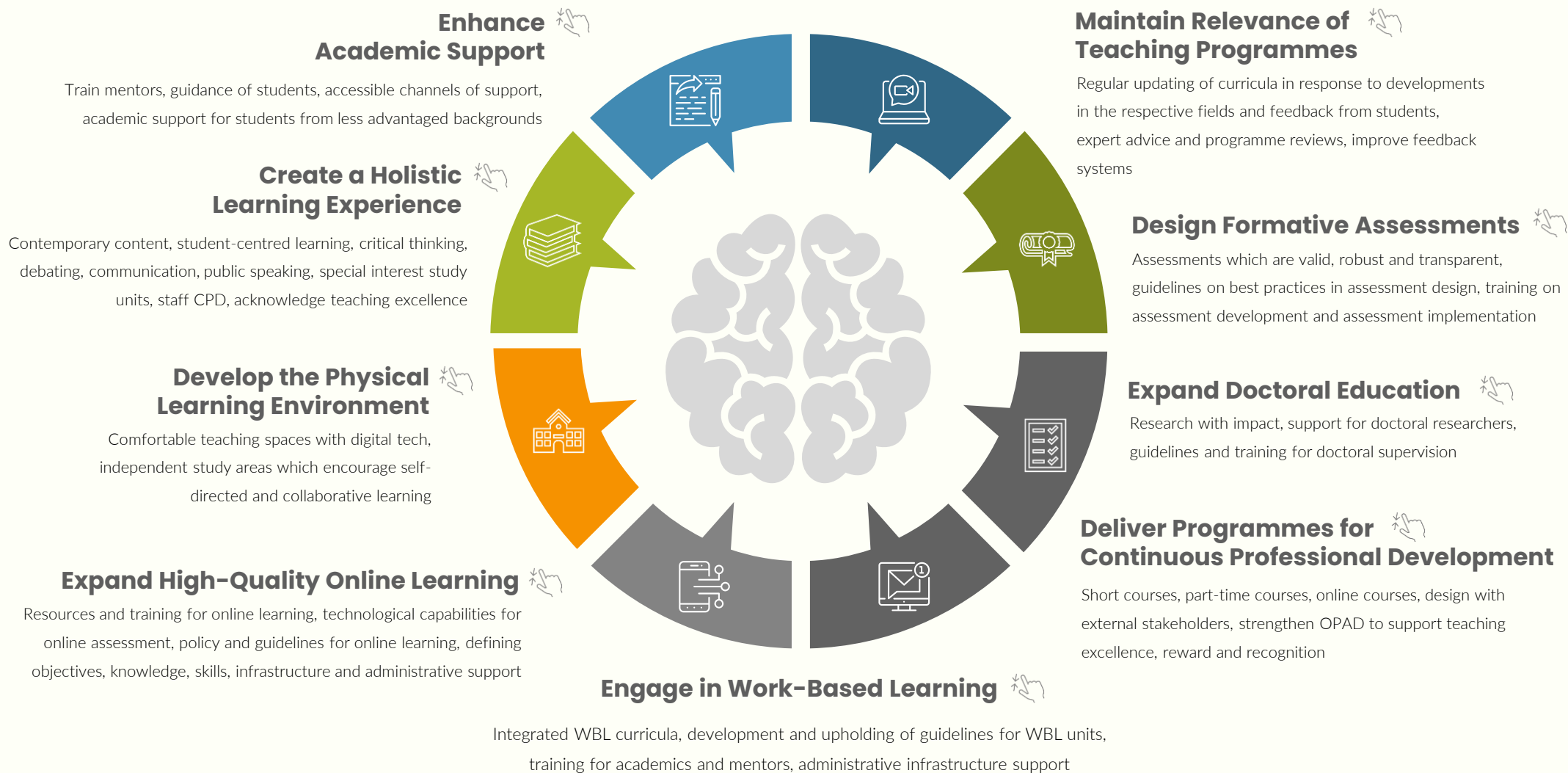
STRATEGIC PLAN – OBJECTIVES

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



1. LEARNING AND TEACHING

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



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

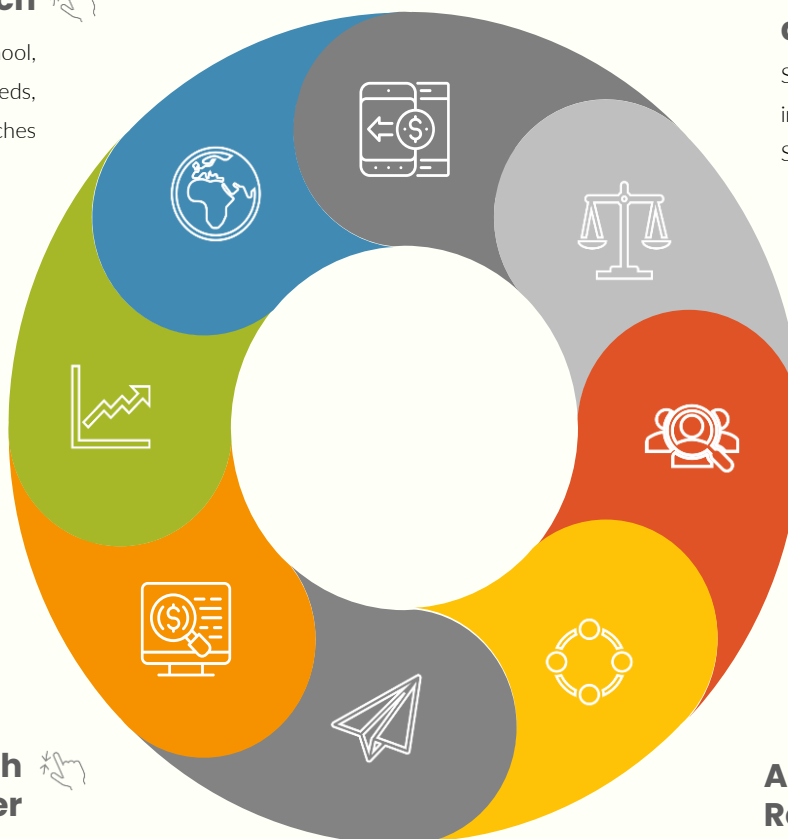
Benchmark best-in-class, peer-reviewed publications and citations, doctoral-researcher-to-staff ratio

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

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

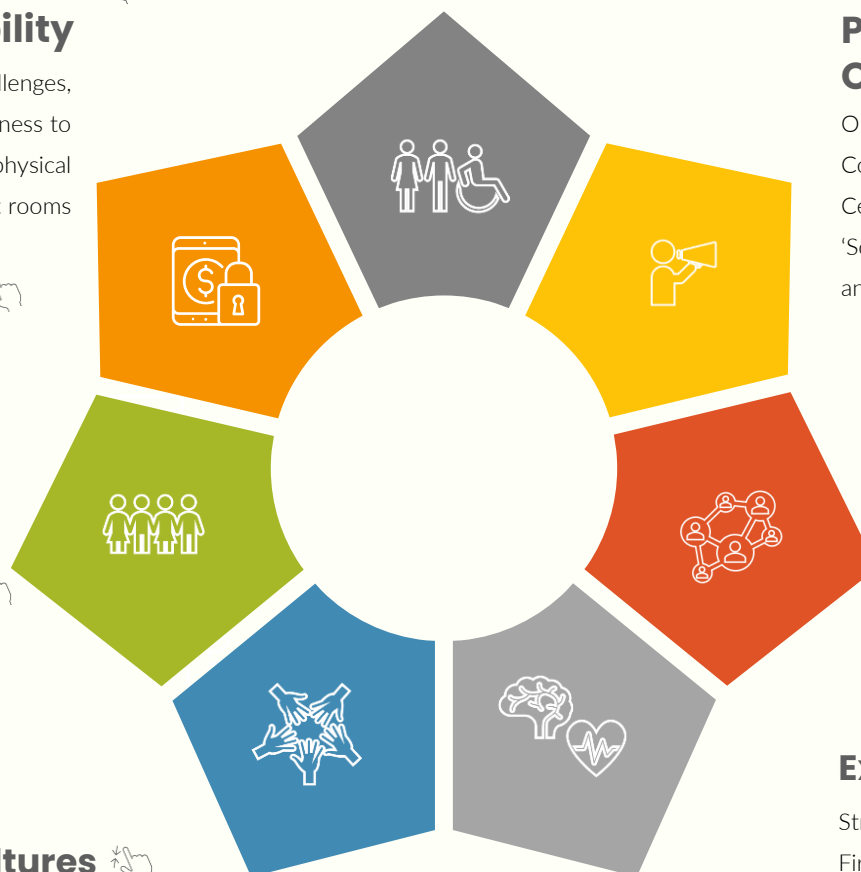
Support systems for completion, networks across student cohorts, activities that cultivate a sense of belonging on campus, develop personal identity as a source of strength

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

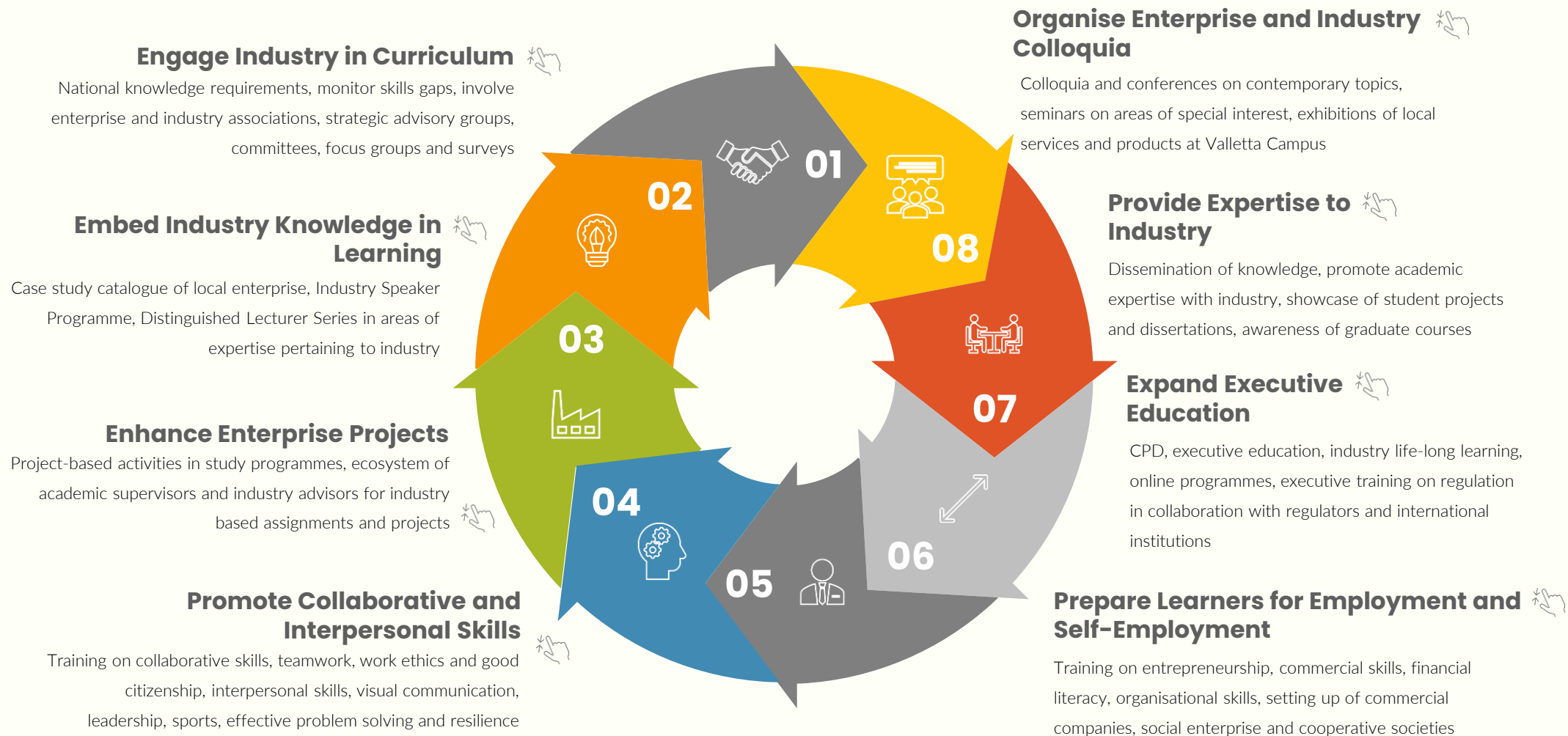
Communications strategy, support student societies, student one-stop-shop, awareness of policies, inclusive language, scheduling around needs of part-time students

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

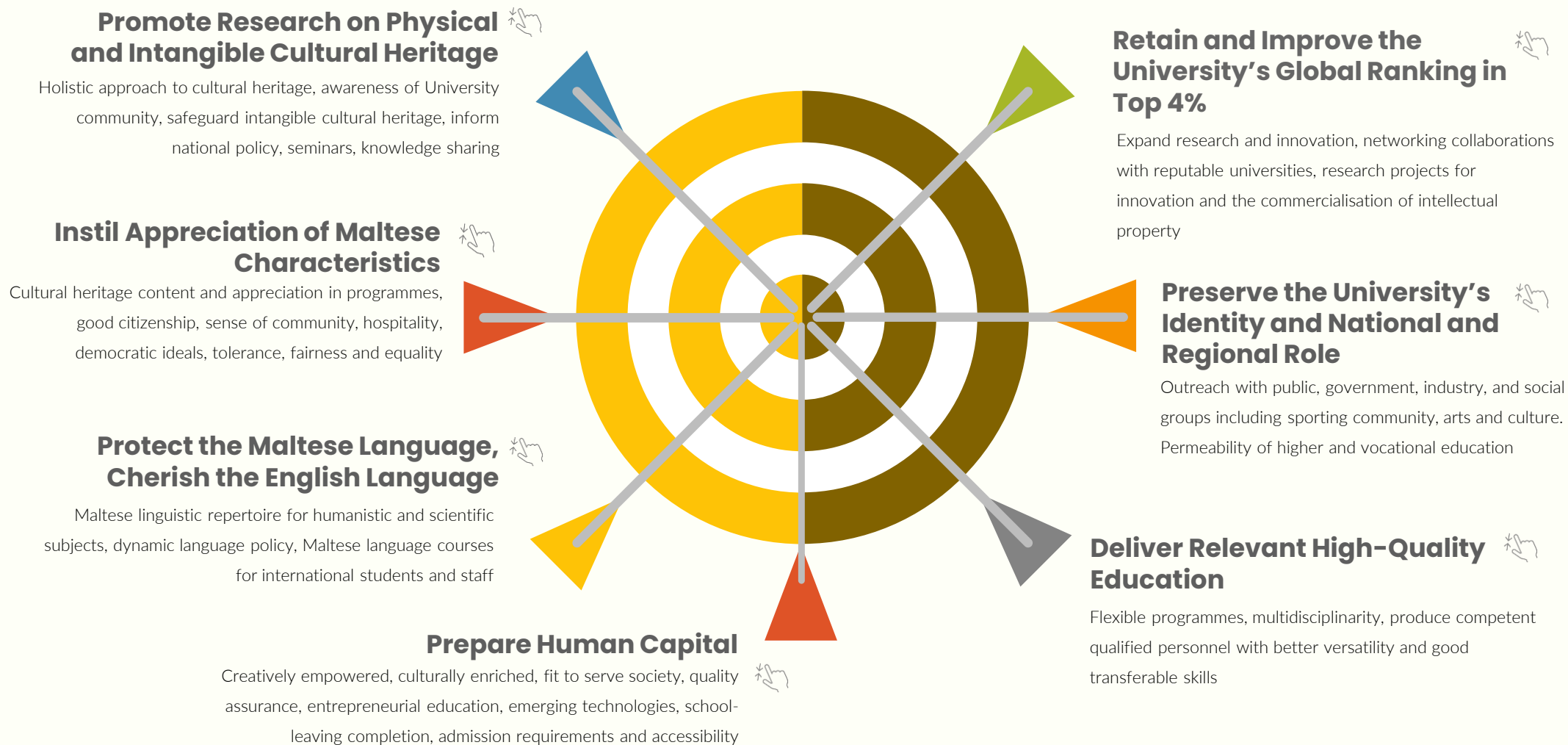
4. ENTERPRISE AND INDUSTRY IMPACT

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



5. NATIONAL IMPACT

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



6. INTERNATIONAL OUTLOOK

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

 **Strengthen Internationalisation, Malta Testbed of Cosmopolitanism** 

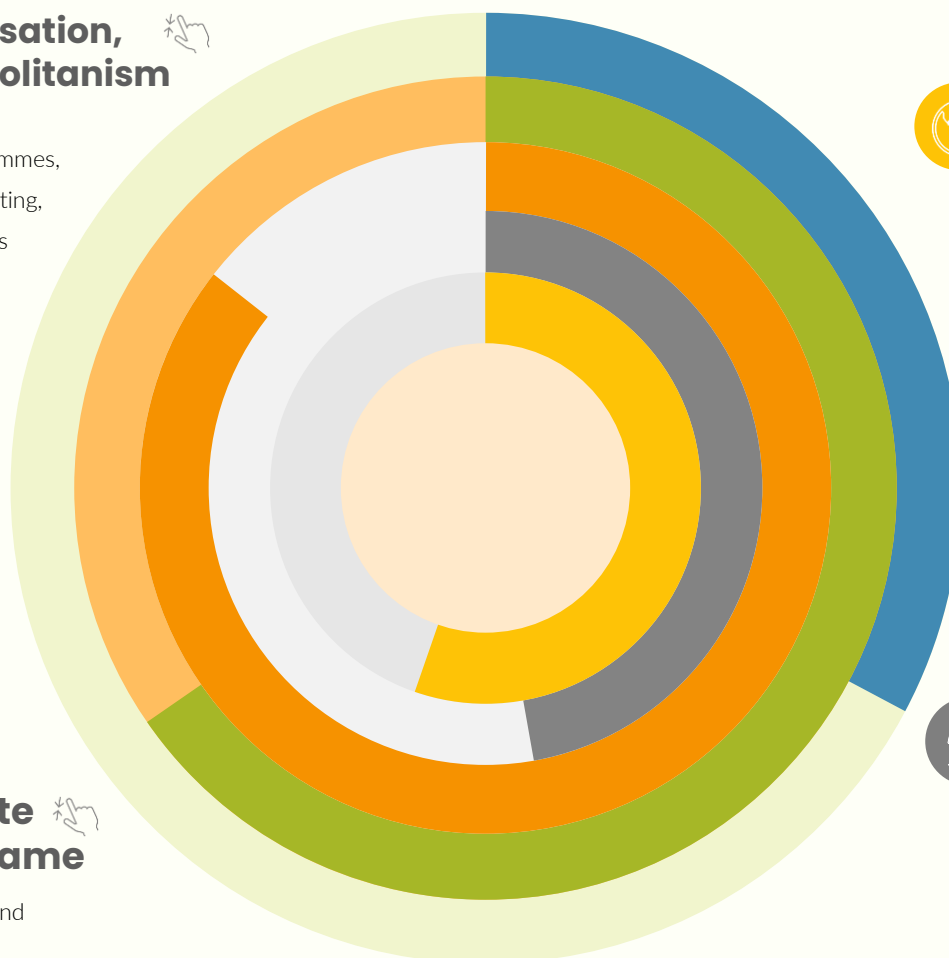
Students' experience, inter-cultural activities, multilingualism, Graduate Hub, buddy programmes, hosting, sports, language schools, jobs, marketing, unique selling points, alumni and ambassadors



 **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

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

Incentivise 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

8. SERVICES AND ADMINISTRATIVE SUPPORT (1/2)

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

8. SERVICES AND ADMINISTRATIVE SUPPORT (2/2)

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

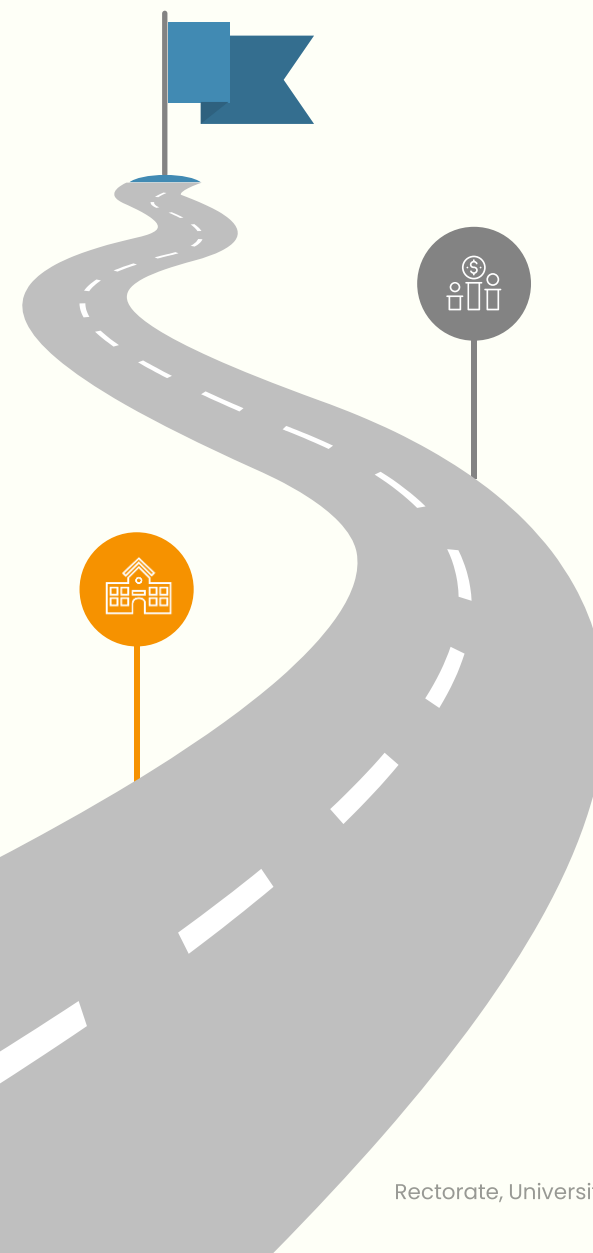
UM identity, reputation, quality, websites, social channels, apps, email, outreach activities, mobile technology, CRM software, communication plans, toolkits for events, calendar of events, alumni

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



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 tremendous 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 led by:

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Simon Sammut, University Secretary, Chair Strategy for Services and Administrative Support
Prof Ing Saviour Zammit, Pro-Rector for Research and Knowledge Transfer

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For more information on the strategic planning process visit
www.um.edu.mt/strategy

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