



# The UM Strategic Framework 2026–2030

## What does this mean for the Academic members of staff?

This strategic framework guides academic staff in delivering high-quality education, conducting impactful research, and engaging meaningfully with communities and partners. It aligns your role with the university's values and strategic commitments.

### Teaching quality, research impact, workload, academic freedom

The Strategy reinforces academic freedom, integrity, and professional autonomy while strengthening quality and impact in both teaching and research. You will be supported to innovate in pedagogy, embed digital tools and AI responsibly, and design curricula that are flexible, inclusive, and future-focused.

Research remains central to the University's mission. The Strategy prioritises strong research governance, ethical standards, interdisciplinary collaboration, and support for research that delivers economic, scientific, societal, environmental and/or policy impact. Continued investment in research support structures, knowledge transfer, and international collaboration aims to enhance research productivity and visibility.

At the same time, the University commits to reviewing programmes and processes to reduce unnecessary duplication and improve efficiency, supporting a more sustainable academic workload. Professional development, leadership opportunities, and recognition of excellence are key elements of empowering academic staff across all career stages.

This strategy positions you to make a meaningful contribution to the university's mission, student success and societal impact.

### Excellence and Integrity

#### Transformative Education

Deliver high-quality, ethical, and globally relevant teaching that meets rigorous academic standards, including curriculum design, assessment integrity, and student mentoring.

#### Research and Innovation

Uphold ethical research practices, ensure rigor and transparency, and contribute to a culture of excellence in scholarship.

#### Partnerships

Engage in partnerships with integrity and accountability, including collaborations with other institutions, industry, and communities.

## Creativity and Innovation for Lifelong Learning

### Transformative Education

Design and deliver innovative curricula, using flexible and digital learning methods that meet evolving student and societal needs.

### Research and Innovation

Engage in interdisciplinary and creative research initiatives, fostering new knowledge and applications.

### Partnerships

Collaborate with communities, industries, and other stakeholders to co-create solutions and innovative practices.

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## Inclusive and Respectful Collaboration

### Transformative Education

Create inclusive, culturally responsive learning environments that support diversity and equity.

### Research and Innovation

Foster inclusive research teams, ensuring fair opportunities and recognition for all contributors.

### Partnerships

Engage respectfully with partners, ensuring co-governance and equitable decision-making.

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## Leadership and Empowerment

### Transformative Education

Mentor and empower students to develop leadership skills and ethical decision-making abilities.

### Research and Innovation

Lead research projects, supervise students, and contribute to shaping research agendas.

### Partnerships

Take a leadership role in collaborative initiatives, helping communities and partners achieve shared goals.

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## Community Engagement and Global Responsibility

### Transformative Education

Integrate sustainability, justice, and global citizenship into teaching and learning.

### Research and Innovation

Conduct research that addresses social, environmental, and ethical challenges with real-world impact.

### Partnerships

Strengthen networks and collaborations to contribute meaningfully to societal and global issues.

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## In Summary

- Deliver high-quality, ethical, and innovative education to students.
- Conduct rigorous, creative, and impactful research aligned with societal needs.
- Model and promote inclusive, respectful, and collaborative practices.
- Lead and mentor students and colleagues to foster leadership and empowerment.
- Engage in partnerships that connect knowledge to real-world challenges, promoting sustainability, justice, and ethical citizenship.