



# The UM Strategic Framework 2026–2030

## What does this mean for External Stakeholders?

External stakeholders are co-creators and beneficiaries of meaningful academic, research, and societal outcomes through collaboration with the university. This strategic framework guides External Stakeholders—including industry partners, community organisations, government agencies, alumni, and global collaborators—in understanding how they can engage with the university to achieve mutual benefit, innovation, and societal impact.

### Workforce readiness, collaboration, impact

The University of Malta positions itself as a collaborative partner committed to shared value creation. The Strategy prioritises strong, transparent partnerships with industry, government, communities, and international institutions.

You can expect graduates with relevant skills, ethical awareness, and adaptability, shaped through work-integrated learning, applied research, and community-engaged projects. The University seeks to co-create solutions to national and global challenges, supporting innovation, sustainability, and economic and social development.

Partnerships will be supported by clear governance structures, mutual accountability, and a focus on measurable impact — ensuring collaboration delivers tangible benefits for partners, society, and the wider economy.

Here is what you can expect to participate in, to help us promote our five values through the three core themes.

### Excellence and Integrity

#### Transformative Education

Collaborate with the university to support high-quality, ethical, and globally relevant learning programs, ensuring joint initiatives meet standards of excellence.

#### Research and Innovation

Engage in research partnerships that adhere to ethical, transparent, and high-quality practices.

#### Partnerships

Participate in partnerships that are transparent, accountable, and mutually beneficial, with clear governance frameworks and aligned objectives.

## Creativity and Innovation for Lifelong Learning

### Transformative Education

Contribute to the design and delivery of innovative curricula, internships, and experiential learning programs.

### Research and Innovation

Collaborate on interdisciplinary and creative research initiatives that generate new knowledge, practical solutions and research commercialisation.

### Partnerships

Co-create innovative projects, innovation hubs, or joint ventures with the university that benefit both parties and the wider community.

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## Inclusive and Respectful Collaboration

### Transformative Education

Support inclusive education initiatives, ensuring diverse participation and accessibility in joint programs.

### Research and Innovation

Contribute to equitable research collaborations that respect all participants and disciplines.

### Partnerships

Build relationships based on mutual respect, trust, and shared decision-making; engage in co-governance when appropriate.

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## Leadership and Empowerment

### Transformative Education

Participate in leadership development programs, mentoring initiatives, and knowledge-sharing activities.

### Research and Innovation

Collaborate in projects where stakeholders and university researchers co-lead transformative initiatives.

### Partnerships

Engage in shared leadership models with the university to address societal and community challenges effectively.

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## Community Engagement and Global Responsibility

### Transformative Education

Partner in programs that integrate sustainability, justice, and ethical citizenship into learning and community engagement.

### Research and Innovation

Collaborate on research projects addressing social, environmental, and ethical challenges with meaningful impact.

### Partnerships

Strengthen local and global networks to address societal issues collaboratively, aligning goals for community benefit.

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## In Summary

- Engage in transparent, ethical, and high-quality collaborations with the university.
- Co-create innovative knowledge, solutions, and initiatives with tangible societal and industrial impact.
- Participate in equitable, inclusive, and respectful partnerships.
- Take an active role in shared leadership for joint initiatives.
- Collaborate on projects that advance sustainability, justice, and ethical citizenship locally and globally.