The UM Strategic Framework 2026–2030
What does this mean for the University Leadership?

This strategic framework guides University Leadership in setting vision, strategy, and governance. It outlines how leaders can ensure excellence, innovation, inclusion, and societal impact across education, research, and partnerships. University Leadership is the primary driver of this strategy, translating institutional values and strategic commitments into culture, policy, actions and measurable impact.

Balancing ambition with realism

The Strategy provides a clear, values-driven framework aligned with national and European priorities, including Malta Vision 2050, the National Education Strategy, the European Higher Education Area and the European Research Area. It balances ambition with realism, acknowledging financial constraints, geopolitical uncertainty, climate challenges, and digital disruption.

Clear strategic commitments, objectives, and KPIs enable monitoring of outcomes in teaching quality, research performance, partnerships, inclusion, and societal impact. The Strategy emphasises robust governance, ethical standards, accountability, and sustainability in resource allocation.

Leadership is expected to create enabling conditions for delivery, prioritise initiatives with the greatest impact, manage institutional risk, and ensure that the University remains resilient, relevant, and internationally competitive.

Here is what we seek to promote, facilitate and enact to address our five values across the three core themes.

Excellence and Integrity

Transformative Education
Ensure the university delivers high-quality, ethical, and globally relevant programs. Set academic standards, approve curricula, and maintain reliable, self-accreditation practices and international recognition.

Research and Innovation
Uphold a culture of integrity and excellence in research. Oversee research governance, policies, and quality assurance mechanisms.

Partnerships
Promote transparency, accountability, and trust in institutional partnerships. Establish clear frameworks for collaboration aligned with strategic goals.

Creativity and Innovation for Lifelong Learning

Transformative Education

Provide vision and resources for innovative curricula, digital learning, and flexible programs that meet evolving societal needs.

Research and Innovation

Support interdisciplinary and creative research initiatives, fostering a culture of innovation across faculties.

Partnerships

Facilitate collaborations with communities, industries, and other stakeholders to drive innovation and knowledge transfer.

Inclusive and Respectful Collaboration

Transformative Education

Promote policies and practices that create inclusive, equitable, and culturally responsive learning environments.

Research and Innovation

Encourage diversity in research teams and equitable access to resources and opportunities.

Partnerships

Establish governance and decision-making structures that respect all partners and ensure co-created outcomes.

Leadership and Empowerment

Transformative Education

Develop programs and initiatives that empower students to become ethical and confident leaders.

Research and Innovation

Support researchers in leading impactful projects and building leadership capacity

Partnerships

Enable shared leadership models with communities and external partners, ensuring collaborative decision-making.

Community Engagement and Global Responsibility

Transformative Education

Embed sustainability, justice, and global citizenship in curricula and institutional priorities.

Research and Innovation

Align research agendas with global challenges, societal needs, and ethical responsibility.

Partnerships

Build and maintain strategic alliances locally and globally to advance societal impact.

In Summary

- Steer institutional vision by aligning education, research, and engagement with the university's values.
- Ensure excellence and integrity in academic programs, research, and partnerships.
- Foster innovation and creativity across curricula, research, and collaborations.
- Promote inclusion, diversity, and respectful collaboration within the university and with partners.
- Empower staff, students, and partners to lead transformative initiatives.
- Drive societal and global impact by connecting knowledge to real-world challenges.

L-Università ta' Malta

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