L-Università ta' Malta

Strategic Implementation Forum
SERVICES AND
ADMINISTRATIVE SUPPORT

*Serving students, scholarship
and society, sustainably*
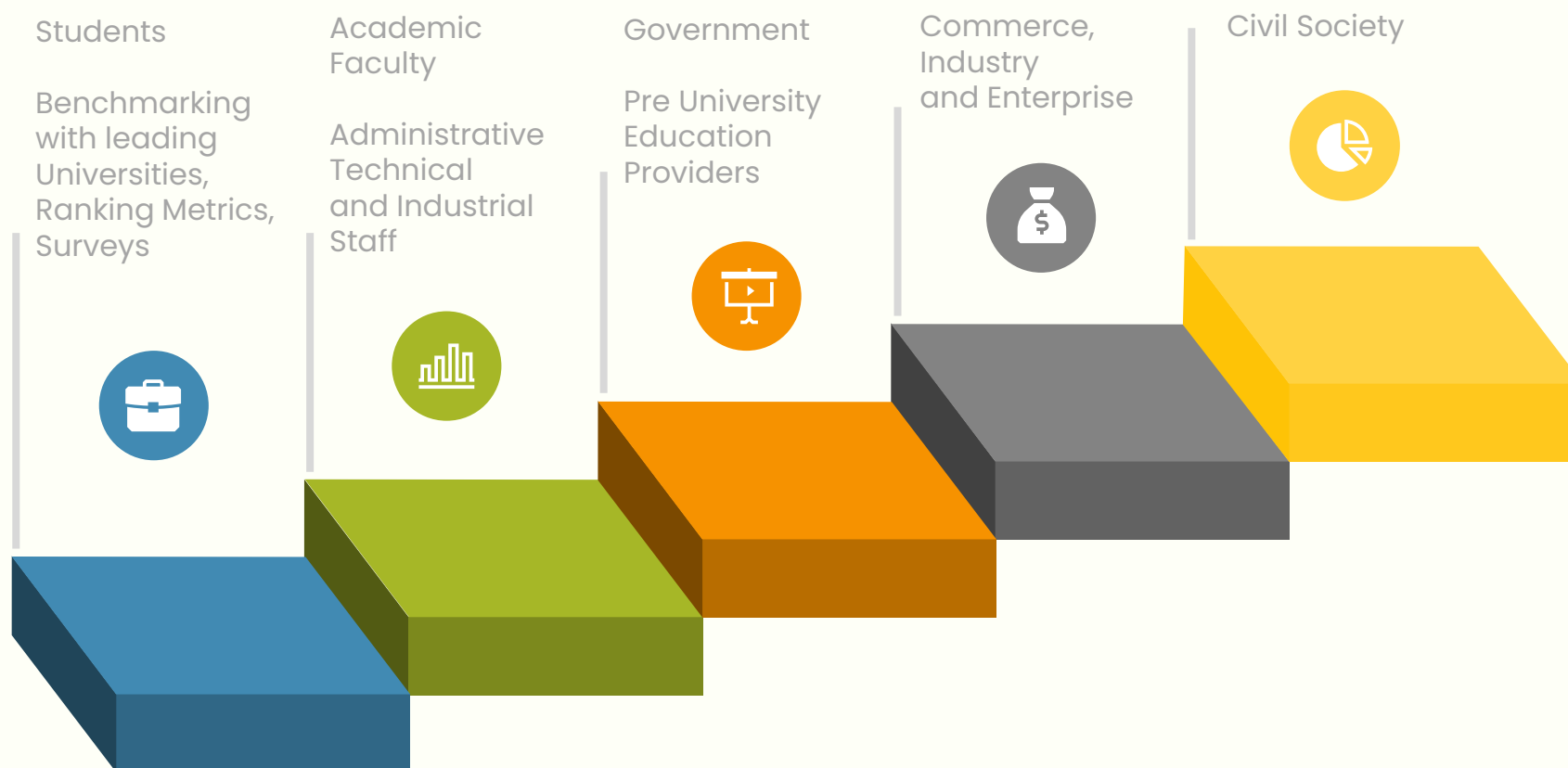
www.um.edu.mt/strategy
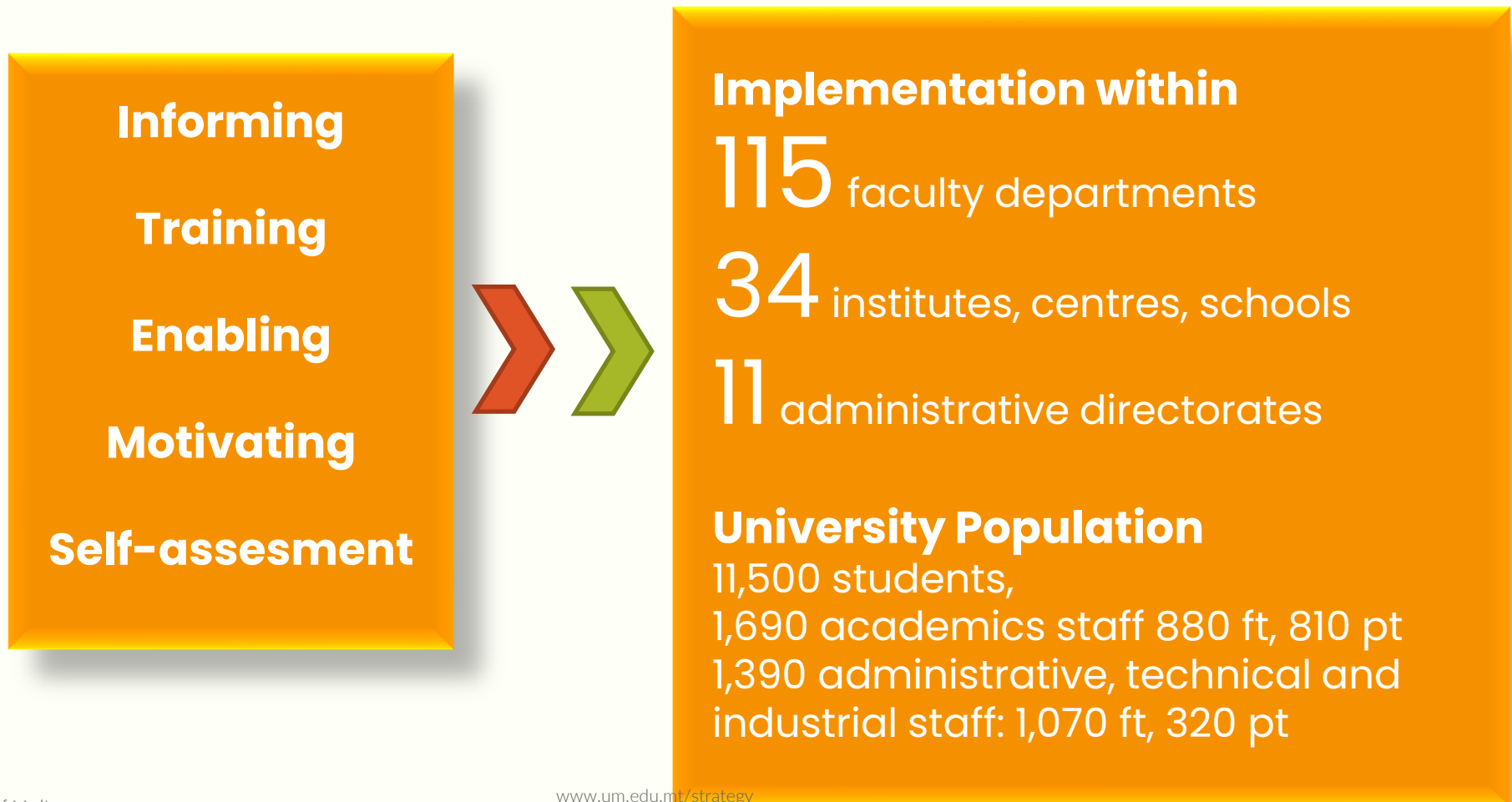
Strategic Development Process

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

Students

Benchmarking
with leading
Universities,
Ranking Metrics,
Surveys

**Academic
Faculty**

Administrative
Technical
and Industrial
Staff

Government

Pre University
Education
Providers

**Commerce,
Industry
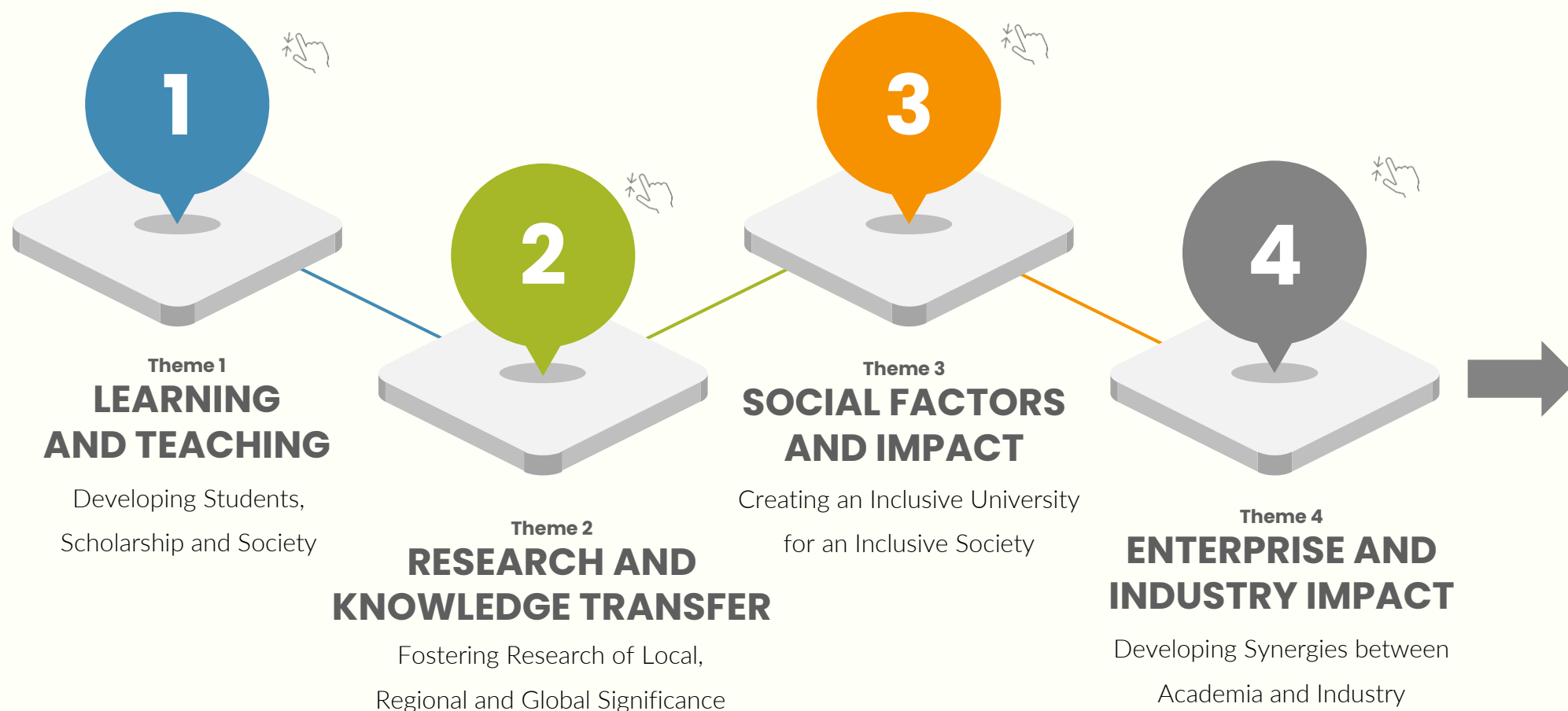and Enterprise**

Civil Society

Strategic IMPLEMENTATION Process 2020–2025

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

Informing

Training

Enabling

Motivating

Self-assesment

Implementation within

115 faculty departments

34 institutes, centres, schools

11 administrative directorates

University Population
11,500 students,
1,690 academics staff 880 ft, 810 pt
1,390 administrative, technical and
industrial staff: 1,070 ft, 320 pt

Strategic Themes

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

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4

Theme 1
LEARNING
AND TEACHING

Developing Students,
Scholarship and Society

Theme 2
RESEARCH AND
KNOWLEDGE TRANSFER

Fostering Research of Local,
Regional and Global Significance

Theme 3
SOCIAL FACTORS
AND IMPACT

Creating an Inclusive University
for an Inclusive Society

Theme 4
ENTERPRISE AND
INDUSTRY IMPACT

Developing Synergies between
Academia and Industry

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Strategic Theme 8
Services and Administrative Support

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

Strategic Theme 8
Services and Administrative Support

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

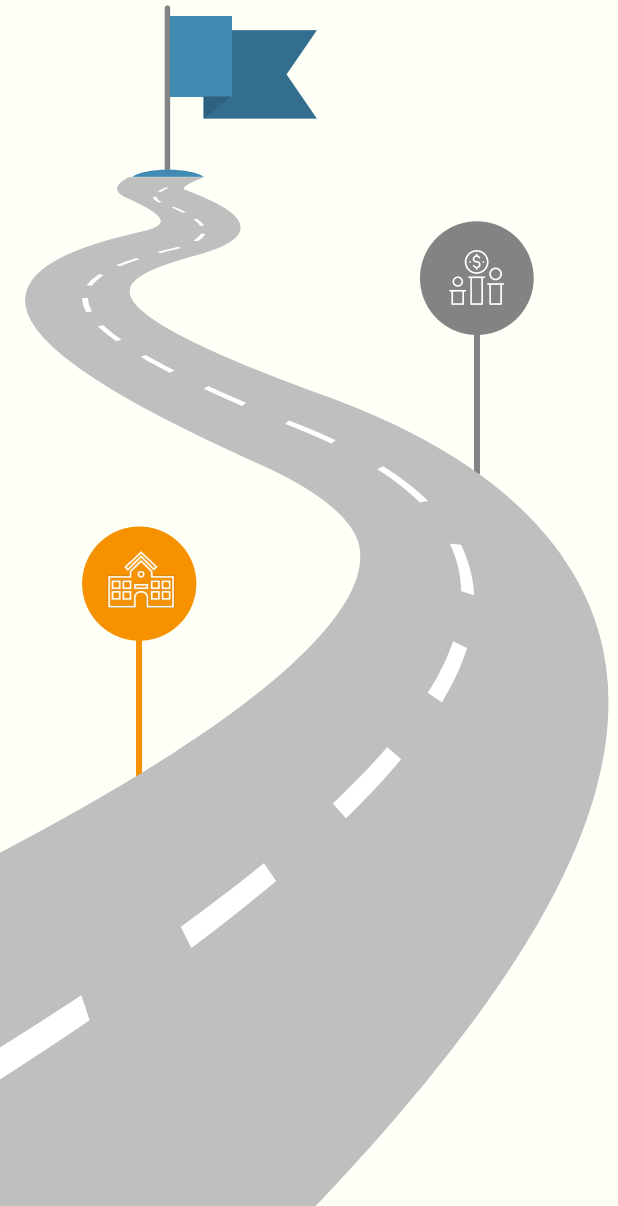## Develop Internal and External Communications

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

The University is composed of 14 faculties, 115 academic departments, 1 academy, 17 institutes, 13 centres, 3 schools and 11 administrative directorates. The University operates from four campuses located in Msida, Valletta, Marsaxlokk and Gozo, with two outreach centres in Argotti and Cottonera.

The student population consists of 11,500 members, including 1,000 international students following full-time or part-time degree and diploma programmes. Study programmes are designed to produce highly qualified professionals, with experience of research, who will play key roles in industry, commerce and public affairs in general. Over 3,500 students graduate from the University each year.

The University is one of the largest employers in the country, employing 3080 people: 880 fulltime and 810 part-time academics, 1,070 full-time and 320 part-time staff in administrative, technical and industrial roles.

The University Library manages a collection of over one million physical volumes. The library provides the University community with access to over 60,000 e-journals, a wide spectrum of online databases and 16,550 e-books, and is a national repository of Melitensia. Moreover, the library administers the Institutional Repository OAR@UM which holds over 35,000 digital items.

Governing Structure

University Council
University Senate

Faculty of Arts

Department of Anthropological Science
Department of Art and Art History
Department of Classics and Archaeology
Department of English
Department of French
Department of Geography
Department of German
Department of History
Department of International Relations
Department of Italian
Department of Maltese
Department of Oriental Studies
Department of Philosophy
Department of Sociology
Department of Spanish and Latin American Studies
Department of Translation, Terminology and Interpreting Studies

Faculty for the Built Environment

Department of Architecture and Urban Design
Department of Civil and Structural Engineering
Department of Conservation and Built Heritage
Department of Construction and Property Management
Department of Environmental Design
Department of Spatial Planning and Infrastructure
Department of Visual Arts

Faculty of Dental Surgery

Department of Child Dental Health and Orthodontics
Department of Dental Surgery
Department of Oral Rehabilitation and Community Care
Department of Restorative Dentistry

Faculty of Economics, Management and Accountancy

Department of Accountancy
Department of Banking and Finance
Department of Economics
Department of Insurance
Department of Management
Department of Marketing
Department of Public Policy

Faculty of Education

Department of Arts, Open Communities and Adult Education
Department of Early Childhood and Primary Education
Department of Education Studies
Department of Health, Physical Education and Consumer Studies
Department of Inclusion and Access to Learning
Department of Languages and Humanities in Education
Department of Leadership for Learning and Innovation
Department of Mathematics and Science Education
Department of Technology and Entrepreneurship Education

Faculty of Engineering

Department of Electronic Systems Engineering
Department of Industrial and Manufacturing Engineering
Department of Industrial Electrical Power Conversion
Department of Mechanical Engineering
Department of Metallurgy and Materials Engineering
Department of Systems and Control Engineering

Faculty of Health Sciences

Department of Applied Biomedical Science
Department of Communication Therapy
Department of Food Sciences and Nutrition
Department of Health Systems Management and Leadership
Department of Mental Health
Department of Midwifery
Department of Nursing
Department of Occupational Therapy
Department of Physiotherapy
Department of Podiatry
Department of Radiography
Medical Physics Unit

Faculty of Information and Communication Technology

Department of Artificial Intelligence
Department of Communications and Computer Engineering
Department of Computer Information Systems
Department of Computer Science
Department of Microelectronics and Nanoelectronics

Faculty of Laws

Department of Civil Law
Department of Commercial Law
Department of Criminal Law

Department of Environment and Resources Law
Department of European and Comparative Law
Department of International Law
Department of Legal History and Legal Research Methodology
Department of Media, Communications and Technology Law
Department of Public Law

Faculty of Media and Knowledge Sciences

Department of Cognitive Science
Department of Corporate Communication
Department of Digital Arts
Department of Information Policy and Governance
Department of Library Information and Archive Sciences
Department of Media and Communications

Faculty of Medicine and Surgery

Department of Anatomy
Department of Clinical Pharmacology and Therapeutics
Department of Clinical Radiology and Nuclear Medicine
Department of Family Medicine
Department of Medicine
Department of Obstetrics and Gynecology
Department of Pediatrics
Department of Pathology
Department of Pharmacy
Department of Physiology and Biochemistry
Department of Psychiatry
Department of Public Health
Department of Surgery

Faculty of Science

Department of Biology
Department of Chemistry
Department of Geosciences
Department of Mathematics
Department of Physics
Department of Statistics and Operations Research

Faculty for Social Wellbeing

Department of Child and Family Studies
Department of Counselling
Department of Criminology
Department of Disability Studies
Department of Gender and Sexualities
Department of Gerontology and Dementia Studies
Department of Psychology
Department of Social Policy and Social Work
Department of Youth and Community Studies

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Faculty of Theology

Department of Church History, Patrology and Palæochristian Archaeology
Department of Fundamental and Dogmatic Theology
Department of Moral Theology
Department of Pastoral Theology, Liturgy and Canon Law
Department of Philosophy
Department of Sacred Scriptures, Hebrew and Greek

Academy

Mediterranean Academy of Diplomatic Studies

Centres

Centre for Biomedical Cybernetics
Centre for Distributed Ledger Technologies
Centre for English Language Proficiency
Centre for Entrepreneurship and Business Incubation
Centre for Environmental Education and Research
Centre for Labour Studies
Centre for the Liberal Arts and Sciences
Centre for Literacy
Centre for Molecular Medicine and Biobanking
Centre for Resilience and Socio-Emotional Health
Centre for the Study and Practice of Conflict Resolution
Centre for Traditional Chinese Medicine
Euro-Mediterranean Centre for Educational Research

Institutes

Confucius Institute
Institute for Climate Change and Sustainable Development
Institute for European Studies
Institute for Physical Education and Sport
Institute for Sustainable Energy
Institute for Tourism, Travel and Culture
Institute of Aerospace Technologies
Institute of Anglo-Italian Studies
Institute of Digital Games
Institute of Earth Systems
Institute of Linguistics and Language Technology
Institute of Maltese Studies
Institute of Space Sciences and Astronomy
International Institute for Baroque Studies
Islands and Small States Institute
Mediterranean Institute
The Edward de Bono Institute for Creative Thinking and Innovation

Schools

Doctoral School
International School for Foundation Studies
School of Performing Arts

College

ĠF Abela Junior College

Administrative Units

Corporate Research and Knowledge Transfer Office
Estates, Facilities and Capital Development Directorate
Finance Office
International Office
Information Technology Services
Legal Services
Library Services
Marketing, Communications and Alumni Office
Office for Human Resources Management and Development
Office of the Registrar
Research Support Services Directorate

Resource Centres

Argotti Botanic Gardens and Resource Centre
Cottonera Resource Centre

Trusts, Foundations and Voluntary Organisations

Emanuele Cancer Research Foundation
Foundation for the Promotion of Entrepreneurial Initiatives
Malta Internet Foundation
Research, Innovation and Development Trust

Associated Organisations

MATSEC Examinations Board
Institute for Public Services
University of the Third Age

Malta University Holding Company

Malta University Broadcasting Limited
Malta University Consultancy Limited
Malta University Holding Company Limited
Malta University Innovation Portfolio Limited
Malta University Residence Limited

Registered Student Organisations

Kunsill Studenti Universitarji
+9 Studenti
Amnesty International
Anthropological Society
Association of Students of Commercial Studies
Arts Student Association
Association des Etats Généraux des Etudiants de l'Europe
Association International des Etudiants de Science, Economie et Commerce
Association of Linguistics and Language Technology
Association of Students of Commercial Studies
Beta Psi
Criminology Students' Association
Department of English Students Association
Earth Systems Association
Erasmus Student Network University of Malta
European Law Student Association
European Movement
European Studies Organisation
GetUpStandUp!
Għaqda Studenti tal-Liġi
Għaqda Studenti tat-Teoloġija
Għaqda tal-Malti – Università
Green House
Green Student Association
Grupp Universitarji Għawdxin
History of Art Student Association
Human Rights Research Unit
Independent Collective Realtà
Information Communication Technology Students' Association
Insite
Institute of Electrical and Electronics Engineering
Institution of Civil Engineers Student Chapter
International Association for the Exchange of Students for Technical Experience
JEF (Young European Federalists) Malta
Junior Chamber of Advocates Malta
Malta Association for Dental Students
Malta Association for Knowledge and Education
Malta Association of Physiotherapy Students
Malta Geomorphology Group
Malta Health Students' Association
Malta International Relations Student Society
Malta International Students Association Malta
Malta Medical Students Association
Malta Pharmaceutical Students Association
Malta University Film Club
Malta University Historical Society
Malta University Sports Club
Malta University Student Teachers
Maltese Association of Gerontology and Geriatrics
Media and Knowledge Sciences Association

Medical Biochemistry Students' Association
Move Studenti
Moviment Graffiti
Moviment għall-Edukazzjoni Umana
Moviment Kattoliku Studenti Universitarji
Organizzazzjoni Studenti Qwiebel
Pulse
Science Students' Society
Smile for Albania
Social Science Students' Integrative, Educational and Research Association
Society for African Studies
Society of Architecture and Civil Engineering Students
Studenti Demokristjani Maltin
Studenti Ħarsien Soċjali
Students for Healthy Living
Students in Free Enterprise (SIFE), University of Malta (SIFE UMT)
Students Philosophical Society
Students Sociology Association
Terra di Mezzo Malta
The Third Eye
Together We Learn
University Bible Group
University Engineering Student Association
University Music Association
University of Malta Debating Society
University of Malta Geographical Society
University of Malta Racing
University of Malta Rowing Club
University of Malta Students' Futsal Team
University Students of Performing Arts
Università tat-Terza Età
We Are - The University of Malta LGBTQQI Organisation
Wolves Rugby Football Club Malta
Youth for the Environment

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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 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.

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