



L-Università  
ta' Malta

# Strategic Implementation Forum

## RESEARCH AND KNOWLEDGE TRANSFER

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*Serving students, scholarship  
and society, sustainably*

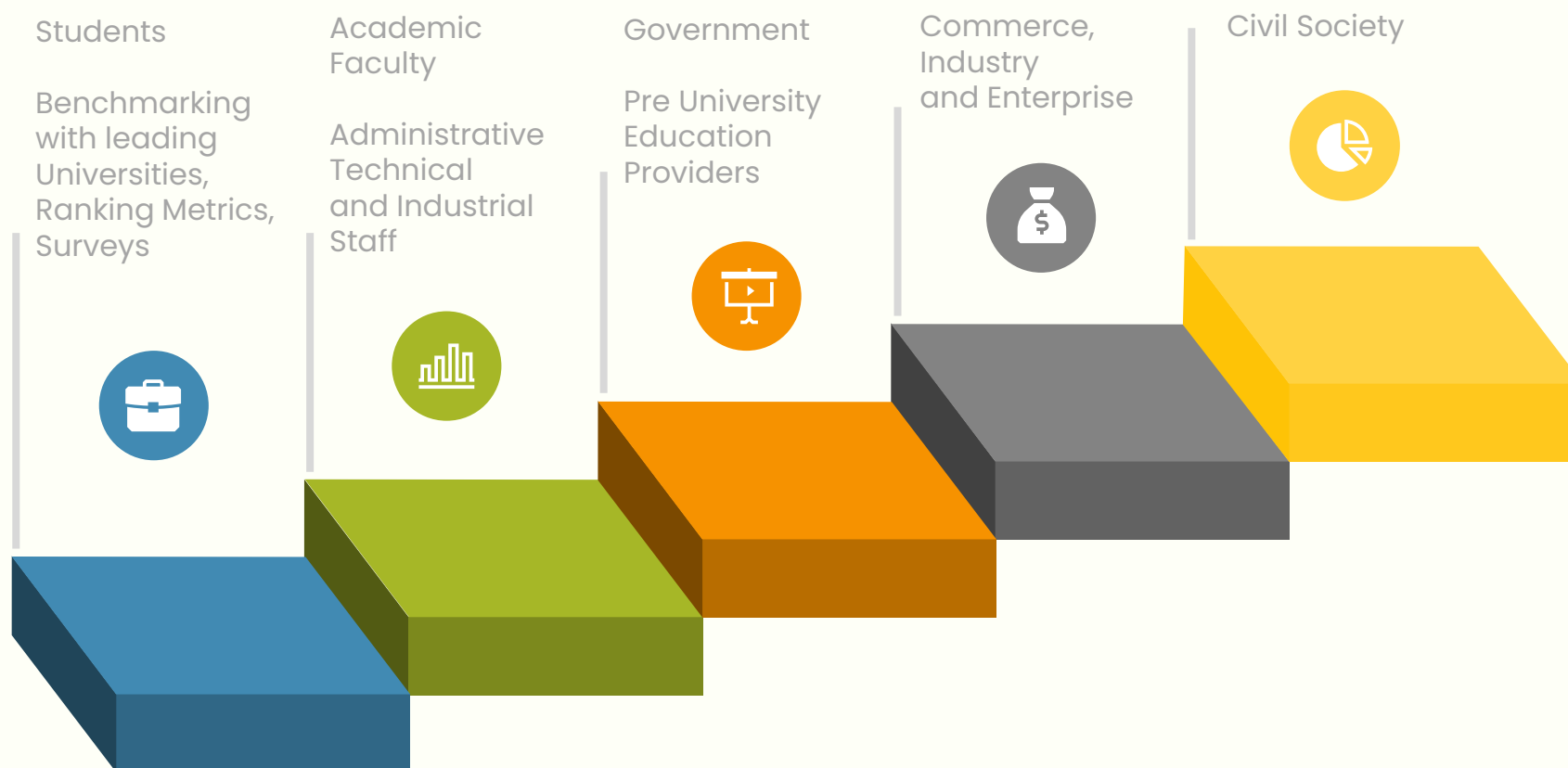
[www.um.edu.mt/strategy](http://www.um.edu.mt/strategy)



# Strategic Development Process

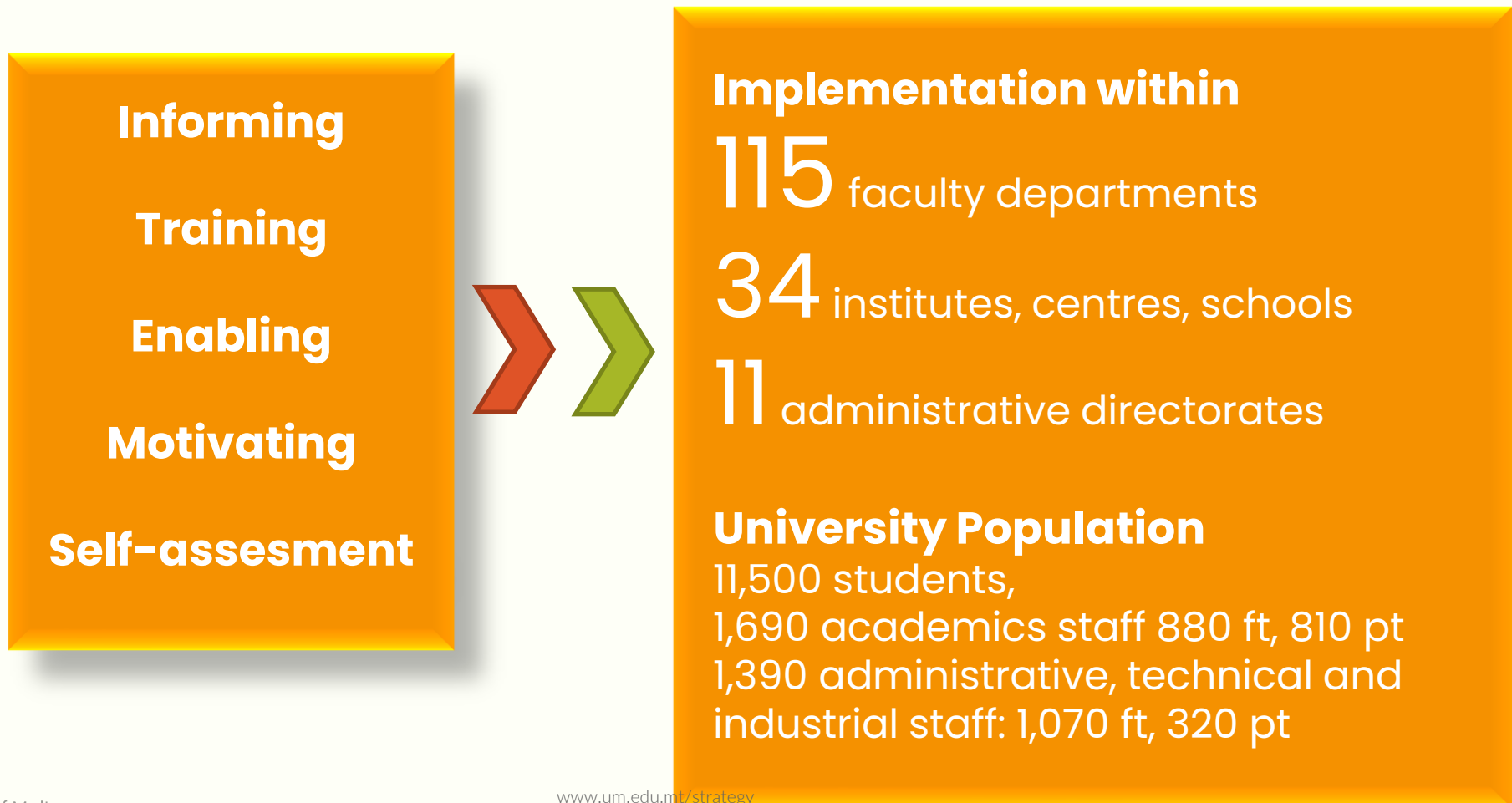
The Strategic Plan was developed  
during academic year 2018–2019 via

**7 Stakeholder Groups through  
7 Conferences, 49 Working Groups,  
8 Advisory Groups, Steering Committee,  
Stakeholder Survey and Public Consultation**



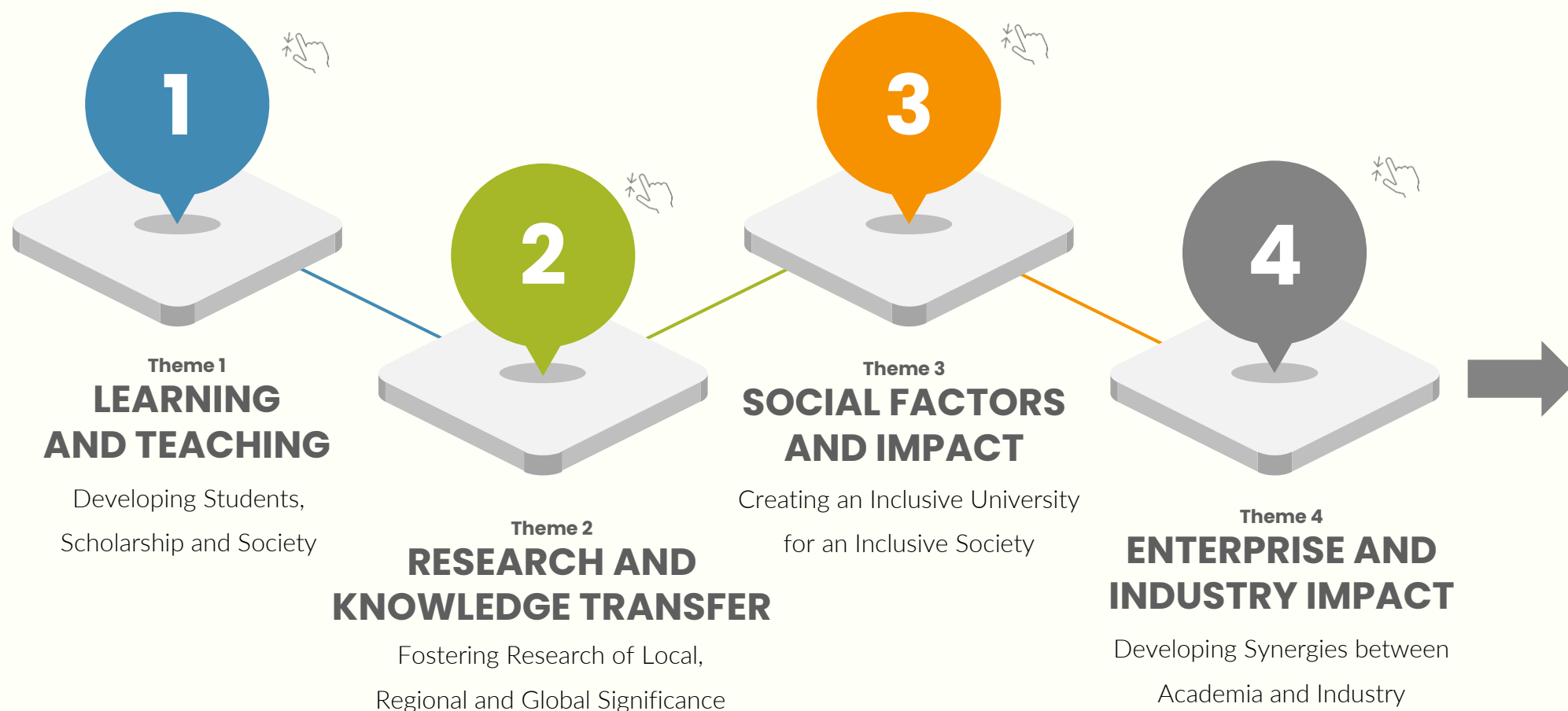
# Strategic IMPLEMENTATION Process 2020–2025

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



# Strategic Themes

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



# Strategic Themes

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



# Strategic Theme 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

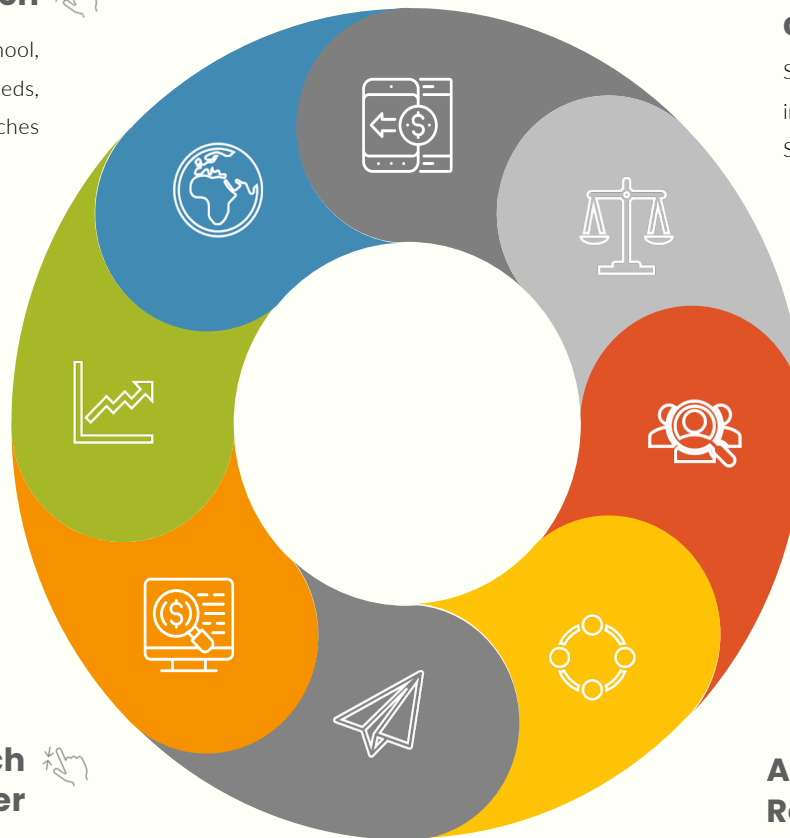
Benchmark best-in-class, peer-reviewed publications  
and citations, doctoral-researcher-to-staff ratio

### 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

# Some Key Performance Indicators for 2020/21

## FUNDING FOR R&D

- €524k to 262 academics in Research Seed Funds
- €240k for a 2-year period for 4 Research Excellence Fund projects
- €10.7M on 114 projects secured from national funds external to UM
- €10M on 46 projects secured from international funds

## RESEARCH ACTIVITY

- 822 TR academics, 91.4% with PhD, approx 740 FTE
- 354 RSOs: +46% over 2019/20
- 458 Doctoral and 3503 Master students: +22% over 2019/20
- 1002 publications indexed by Scopus and Web of Science, 555 of which Open Access

## AVERAGE RATIOS FOR 2020/21

- 1.2 publications/academic
- 0.6 Doc student/academic
- €128k/project (excl RSF)
- 55% of publications are open access

# University Structure 1/2

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



# University Structure 2/2

## 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 Harsien 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 LGBTQI Organisation  
Wolves Rugby Football Club Malta  
Youth for the Environment

# 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.

## **University of Malta Strategic Plan 2020–2025 Summary**

Printed Copy ISBN 978-9918-0-0085-2

Digital Copy ISBN 978-9918-0-0086-9

## **University of Malta Strategic Plan 2020–2025 Full Text**

Printed Copy ISBN 978-99957-1-793-3

Digital Copy ISBN 978-99957-1-794-0

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