



AUM STRATEGIC PLAN 2021-2024

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Approval Proforma

Name of the Board	Authorized to sign	Name of the document/ decision	Approval Date	Signatures
Board of Trustees	Chair	AUM Strategic Plan 2021-2024		
University Council	Chair, CEO	AUM Strategic Plan 2021-2024		
Academic Council	Chair, Provost	AUM Strategic Plan 2021-2024		

Distribution of signed form:

Names of departments	Authorised to sign	Date
College of Business		
College of Data Science and Engineering		
College of Arts		
College of General Education		
Administrative and Financial Department		
Admissions Department		
Academic Affairs Department		
Student Affairs Department		
QA Office		
IT Department		

AUM STRATEGIC PLAN 2021-2024

AUM VISION, MISSION AND VALUES

Vision

The American University of Malta secures a bright future for all by producing a new generation of leaders that have an ethical, entrepreneurial, and innovative spirit.

Mission and Values

Mission:

The American University of Malta is a comprehensive university based on an American model and curriculum dedicated to nurturing those who are inquisitive of mind, ambitious of heart and robust of spirit.

Values:

Quality

Excellence

Integrity

Relevance

Quality applies to all activities in terms of defining, assuring, and enhancing the functions of the university from strategic planning to curriculum development, teaching and research, involving faculty, staff and students.

Excellence, as the main success measure of the University, means the academic achievement of all students; consistent student enrolment and retention of students allowing them to have the necessary time to positively impact academic achievement, personal success, and to continue to build a positive University climate and culture; the successful operation of a balanced budget; up-to-date policies and procedures that integrate all administrative requirements, current faculty and support staff and students; innovation in research, and teaching-and-learning.

Integrity for AUM is a core value enforcing ethical practices in all areas of teaching, research, and administration, avoiding plagiarism and cheating, among other misconduct behaviours. Academic integrity is a commitment to such fundamental values as: honesty, openness and critical awareness, respect, and responsibility.

Relevance for AUM means personal relevance that is directly applicable to each student's aspirations, interests, or cultural experiences, as well as relevance of learning connecting to life and real-world issues, problems, and contexts in research and professional careers.

AUM website: <https://aum.edu.mt/about-aum/>

STRATEGY 1. AUM QUALITY ASSURANCE AND EXCELLENCE STRATEGY

Quality and excellence strategy ensures that the university has its own quality assurance system, and that quality assurance policy and procedures address effectively national criteria and international standards of quality.

Quality assurance for AUM is understood including all activities related to *defining, assuring* and *enhancing* the quality of the university. The university is aimed at continuing the development and enhancement of QA processes and develop quality culture.

Developing and enhancing QA of the university also includes disciplinary characteristics, organizational quality culture, historical position of the institution as well as the national context.

AUM is committed to developmental approach in our quality assurance processes. The concept of building QA system aims at achieving a stable dynamic development of the university activity.

Objective

- Ensure the consistency of quality assurance using agreed Standards and Guidelines for QA on the national, EU level and by following quality requirements of professional bodies.
- Improve consistency of quality assurance and develop quality culture among staff, students, and partners
- Identify professional and regulatory bodies, agencies to enhance credibility of programmes and institutional management
- Develop procedures of internal quality assurance for recognition of qualifications strengthened
- Provide autonomy and independence for bodies responsible for quality assurance inside the University

Goals and KPIs

Goal 1:

The consistency of quality assurance of the University will be improved using agreed Standards and Guidelines for QA on the national, EU level and by following quality requirements of professional bodies.

QA criteria and guidelines are explained and adapted for the University at programme and institutional level and is in line with the University's Mission Statement

KPIs:

- Development and review of QA Policy and standards of programmes and awards
- **100%** of staff of the University are introduced on External and Internal Quality criteria and procedures
- QA Strategy, Policy and procedures are publicly available and include the role of all stakeholders, including students, faculty, staff, and partners

- Students are involved in 100% of QA events and participate in university decision-making
- QA is an independent and autonomous structural unit in the Organisational Chart which guarantees the creation of a transparent and responsive system, responsible for developing and implementing a strategy for continuous enhancement of quality
- Sustainable budget and financial forecast, manage cost and risk to deliver strategic priorities

Goal 2: Create clear and measurable criteria for QA and ensure dynamic system-based development of all activities

KPIs:

- Internal Evaluation/Review system is developed and implemented (guidelines)
- Academic Quality Manual is developed and implemented (procedures)
- Data collection and processing is arranged (data base of qualitative and quantitative data on programmes and institutional affairs)
- Institutional goals have clear KPIs
- Development of the system of quality management

Goal 3: Ensure the institution manages its QA systems, including changes and improvements to development and excellence

KPIs:

- periodic review and improvement systems of 100% of programmes and awards
- attracting highly qualified Faculty staff, including 80 % FTF, 20% PTF for each degree programme with high academic, research and industrial experience for providing high quality teaching
- strengthen learning support system to help learners to achieve programme learning outcomes (*comfortable facilities, digital Library and high-quality IT resources and platforms, experienced administrative staff, required institutional infrastructure*)
- Review and improve all core processes and supporting systems.

Goal 4: Engage staff in quality assurance and develop quality culture of the institution.

KPIs: 100% of colleges undergo annual internal evaluation process, annual programme/ course evaluation and student, graduate, and employer's evaluation.

Goal 5: Ensure the effectiveness of quality assurance reviewed and the performance of the QA system measured.

KPIs:

- annual operational plans and reports with further recommendations for improvement of 100% of key activities of the structural units

Goal 6: Create a mechanism for internal evaluation and self-assessment

KPIs:

- develop and implement guidelines for Internal QA and procedures for programmes and strategic development and introduce to 100% of the University staff and stakeholders
- ensure periodic reporting and planning with further improvement and development of academic, research and strategic planning of 100 % of supporting, academic and research structural units

Goal 7: involve all players into QA system (*teaching staff, administrators, students, alumni, social partners, professional associations, inclusion of foreign experts*)

KPIs:

- 100% of University Committees and bodies include student representatives
- decision making is done vertically and horizontally
- External national/international experts/examiners are attracted to 100% of study programmes and Final Qualification Board to ensure objectivity of decision making in academic and research performance of learners and programme quality
- Professional industry representatives are involved into the review to 100% of study programmes (*through creation of an Industrial-Advisory Board*)
- Institutional and academic affairs have a quality monitoring and management systems (organigram)

STRATEGY 2. ACADEMIC LEADERSHIP AND DEVELOPMENT STRATEGY

Objectives

- Build Strategic Development Plan 2021-2024 into the internal and operational planning processes and have a clear understanding of the academic performance at a local, national, and global levels
- To create new cross-disciplinary research and education
- Integrate new multidisciplinary activities for AUM
- Develop into a local and regional educational hub

Goals and KPIs

Goal 1: ensure integration of research and education, improve research-based teaching strategies, and develop life-long learning skills, foster analytical, critical and systems thinking in building solid intellectuals and professionals to various fields of economy and work market

KPIs:

- 100% of courses are reviewed on assessment policy and teaching strategies
- 100% of study programmes are accredited by national standards and professional agencies

- 100% of teaching staff use innovative methods of delivering courses in various mode of teaching, including on-site, online/offline, or blended
- 100% of curriculum is reviewed and consulted with professionals with industry and based on the latest technologies in the field, learners are practiced through work placement arranged per each programme
- 100% of graduate programmes have research internships in real technological environment and research labs of university partners

Goal 2: develop world-class physical facilities for study and learning

KPIs:

- AUM grows, invests more in physical presence at the area of location and other sites in Malta

Goal 3: become a leader in the use of technology to enhance the student experience and the quality of learning

KPIs

- offer 100% nationally and internationally recognised programmes (accredited by national bodies, accredited by professional agencies (US, EU)
- renew the library fund up to 10% each year on the newest editions of publications in the field of study programmes and research
- introduce high quality digital platforms for various mode of teaching and learning strategies

Goal 4: recruit and attract motivated, talented students and develop a partnership for building a strong University Alumni and value-added intellectual product

KPIs:

- Create a University Alumni
- graduate satisfaction survey is 85% and more
- Create Industry-Advisory Board in the field of study programmes with the invitation of AUM graduates in its composition

Goal 5: Achieve high -level student and employers' satisfaction

KPIs:

- graduate employment rate is 85% and more
- average GPA of undergraduate students is not less than 3.0
- overall drop-out rate is up to 15%
- The first-year drop-out rate drops to less than 15% (dropout rate reduction)
- The number of students who earn their bachelor's degree within four years increases at each College, to an average of 80-85 %
- Master's students, 90% achieve their degree certificate within the set time
- The percentage of bachelor's students who gain experience abroad within the framework of their programme increases to 25-30% (mobility).

- University offers several categories of scholarships to the most advanced students, students needed social protection and talented international students with most outstanding academic achievements
- Creation of *Further Education Institute* and national accreditation of a short programme in the English Language proficiency with the award of certificates including English for Academic Purposes

Goal 6: Include in the top list of universities in Global University Ranking by programme and institutionally

KPIs: in top 300- 400 of QS University ranking

in top 300-400 in THE Ranking

National (Maltese) University Ranking – top 1-2

Webometrics – in top 100

Goal 7: attract engaged talented international students with high score educational background

KPIs:

- not less than 5 % of international students recruited with high secondary school background (internationalisation)
- 100% of international students have support in legalisation, orientation, adaptation, and social support

STRATEGY 3. RESEARCH AND TECHNOLOGICAL LEADERSHIP AND EXCELLENCE STRATEGY

Objectives

- Develop as a comprehensive research University and establish knowledge transfer partnerships on high-tech knowledge areas

Goals and KPIs

Goal 1: meet high scientific standards and demonstrate highly performed research outcomes

KPIs:

- Growth of highly cited researchers' number (20%)
- Papers in Nature and Science (up to 5%)
- Papers indexed (20%) (based on the number of papers indexed in the Science Citation Index-Expanded and Social Science Citation Index in the preceding calendar year, with a double weighting for papers indexed in the Social Science Citation Index)

- Per capita performance (10%) (The weighted scores of the other indicators, divided by the number of full-time equivalent academic staff)
- Increase in the number of research projects coordination (1-3 projects annually) (organisational capacity)
- An increase in the number of personal grants awarded by research funds (1-3 annually) (individual quality)
- An increase in the number of high impact publications (1-2 articles) in the top most frequently cited journals per field (Scopus ranked)
- research income not less than 2.5% to the overall number of faculty

Goal 2: Strengthen the Innovation and research excellence priorities

KPIs:

- develop 3 research excellence priorities and critical topics, such as:
 - *Business, entrepreneurship and finance for sustainable development and progression*
 - *New technologies for the Digital Age and its impact on smart, sustainable, and inclusive development.*
 - *Fundamental issues of humanity, cultures, identity, and society*
- Year-on-year increase in intellectual property disclosure: from 1 to 3 patents and Intellectual property (IP) on discoveries, creations and inventions for which a set of exclusive rights are legally recognised.
- Creation of *Research and Technology Center*

Goal 3: foster spin outs of businesses from research labs using science parks as a key mechanism.

KPIs: to create 1-2 start up companies from a research lab

Goal 4: Research topics have to meet thresholds for the market size and research quality

KPIs:

- Publication leadership – whereby the relative article share is high in comparison to global activity. Reference leadership – whereby the share of citations gained by articles published within a research topic is high in comparison to competing countries and globally.
- State of the art leadership – the articles cited by researchers of the institution/country are within the research topic, in comparison with the community of researchers dealing with the same subject.

STRATEGY 4. NATIONAL AND INTERNATIONAL COLLABORATION AND GLOBAL RECOGNITION STRATEGY

Objectives

- Expand and strengthen international collaboration with university partners and achieve recognition of its reputation and quality globally

Goals and KPIs

Goal 1: Establish effective collaboration with university partners from various countries in the field of study programmes and University research priorities

KPIs:

- establish cooperation and sign Collaboration Agreements with at least 2-3 University partners per programme
- organise *work placement for 100% of study programmes of the University* at University-partner companies and institutions worldwide
- arrange students and Faculty *mobility and exchange programmes for 100% study programmes* at countries of university- partners
- hold 1-2 national, 1 international academic and research events in the latest trends and challenges of Higher Education or in the field of Research.

Goal 2: Establish relations with socio-economic environment through University-Industry collaboration

KPIs:

- develop strategies for management of university-industry relations
- develop a Policy for University-Industry cooperation
- establish Industry-Advisory Board for 100% of programme fields
- arrange recognition of 100% of programmes in other countries through offering franchised exchange programmes and 5 exit award courses for Professional Development

Goal 3: organise job fairs for students for work placement and employment purposes

KPIs: invitation of university partners from industry (*national and international companies, institutions*) for annual AUM Job Fair for participation of 100 % of graduate and undergraduate students

STRATEGY 5. CONTRIBUTION TO REGIONAL AND GLOBAL SOCIETY DEVELOPMENT STRATEGY

Objectives

- Contribute to regional economic, social, and cultural development and Global Sustainable Development 2030

Goals and KPIs

Goal 1: ensure quality education in the frame of the priorities of the Global Sustainable Development 2030 Strategy

KPI 1

- demonstrate the quality of the institution through the national and international accreditation of professional agencies of 100% of programmes
- demonstrate the quality of strategic management through European Institutional evaluation

Goal 2: Advice and services to SMEs, involvement of graduates in these businesses, incubating spin-offs in science and technology parks, facilitating networks in business clusters and meeting the skills needs of the local labour market

KPIs:

- introduction of programmes in Smart specialisations
- arrange work placement of 100% of students in local and international businesses
- creation of 1- 2 student's start-up companies

Goal 3: establish a partnership in the region to specifically address the issues of engagement between universities and regions and to ensuring the sustainability of partnerships in the longer term

KPIs:

- identify regional challenges for further development to be included into 100% programme research projects
- for arts, humanities and social sciences is to develop mechanisms from their disciplines to issues like regional entrepreneurship, creativity and social inclusion which form key dimensions to territorial development in the round
- for current workers of businesses undergoing technological transformations, for the local society to upgrade their skills the university offers up to 5 courses in lifelong learning programmes.

