

VISION TOWARDS 2030



MCAST

25 YEARS
SHAPING
SUCCESS

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GLOSSARY

AI	ARTIFICIAL INTELLIGENCE
AR	AUGMENTED REALITY
AWBL	ACCREDITED WORK-BASED LEARNING
CPD	CONTINUOUS PROFESSIONAL DEVELOPMENT
CSR	COMMUNITY SOCIAL RESPONSIBILITY
ISO	INTERNATIONAL ORGANISATION FOR STANDARDISATION
IQMS	INTERNAL QUALITY MANAGEMENT SYSTEM
KPIs	KEY PERFORMANCE INDICATORS
MCAST	MALTA COLLEGE OF ARTS, SCIENCE AND TECHNOLOGY
RPL	RECOGNITION OF PRIOR (CERTIFIED AND EXPERIENTIAL) LEARNING
ST	SMART TARGET
VET	VOCATIONAL EDUCATION AND TRAINING
VLE	VIRTUAL LEARNING ENVIRONMENT
VR	VIRTUAL REALITY
VPET	VOCATIONAL AND PROFESSIONAL EDUCATION AND TRAINING
WBL	WORK-BASED LEARNING

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STATEMENTS

MINISTER FOR EDUCATION AND SPORT

Vocational education is a powerful tool for building both national prosperity and personal fulfilment. In an evolving world, it provides individuals with the practical skills, confidence, and purpose they need to thrive in work and in life. MCAST's Strategic Plan represents a bold commitment to this vision. It affirms vocational and professional education as a cornerstone of Malta's economic and social wellbeing, creating opportunities for all learners and responding directly to the needs of industry, innovation, and inclusion.



As outlined in Malta Vision 2050, our national development depends on the ability of our people to adapt, learn, and lead. MCAST is ideally placed to nurture that capacity through its commitment to high-quality, accessible, and future-proof learning. This strategy embraces lifelong learning, equitable access, and close partnership with employers, reflecting our shared goal of ensuring that no talent is left behind.

Vocational education is no longer a secondary option; it is an accessible, respected and equitable choice for learners from all backgrounds. MCAST is leading the way in redefining education to meet tomorrow's challenges while improving the wellbeing, dignity, and livelihoods of thousands of individuals today.

Hon. Dr Byron Camilleri

PRESIDENT OF THE MCAST BOARD OF GOVERNORS

MCAST has long been Malta's principal institution for vocational and professional education. With this Strategic Plan, we reaffirm and strengthen that role, anchored in relevance and community. As the world of work continues to shift, so too must the education we provide. This plan sets out how MCAST will continue to serve as a dynamic bridge between learners, employers, and society.

The College stands at the crossroads of education, innovation, and economic development. Our programmes prepare learners not only for jobs, but for life in a rapidly changing world. At the same time, we recognise the importance of adaptability and inclusivity. These ensure that all individuals can access meaningful learning pathways regardless of their background or life stage.



This strategy reflects a forward-looking institution that is rooted in its community, connected to industry, and responsive to global trends. It also underlines our accountability to students, staff, and the public. MCAST is not only a provider of education, it is a national asset, and this plan ensures that it continues to contribute to Malta's prosperity, social equity, and regional leadership in vocational education.

Mr Horace Laudi



MCAST PRINCIPAL AND CEO

At the heart of this Strategic Plan is our belief in the power of people - our students, staff, and partners - to shape the future. MCAST is not simply responding to change; we are embracing it, driving it, and preparing our community to lead it. Through this strategy, we commit to empowering our College at every level: fostering innovation in teaching, supporting staff development, and enhancing the student experience from entry to graduation and beyond. MCAST remains committed to its vocational identity through applied learning, industry partnerships, and practical innovation.

We are focused on transformation with purpose, investing in digital learning, green technologies, flexible learning models, and inclusive practices. Our aim is to create an environment where creativity flourishes, collaboration is second nature, and every learner is equipped for meaningful success.

This is not just a plan for MCAST as an institution but for each person who walks through our doors. By championing curiosity, resilience, and shared responsibility, we are building a culture where progress is constant, and futures are shaped with intention. The MCAST of tomorrow begins with what we do today. Together, we are ready to deliver learning that transforms lives and builds a stronger Malta.

Mr Stephen Vella

VISION TOWARDS 2030

To lead in inclusive, innovative, and collaborative vocational and professional education and training that empower every learner and staff member to thrive in a dynamic world.

VALUES

COLLABORATION

Build partnerships within and beyond MCAST to co-create solutions and extend the College's impact.

ACCOUNTABILITY

Operate transparently, measure outcomes, and take responsibility for continuous improvement.

INCLUSION

Design systems and opportunities that are accessible, fair, and reflective of our diverse community.

SUSTAINABLE INNOVATION

Champion creativity, applied research, and emerging technologies that support long-term environmental, social, and institutional sustainability while enriching learning and driving operational excellence.

OVERARCHING OBJECTIVES

1.

To position MCAST as a national leader in inclusive and adaptable vocational and professional education by offering flexible, skills-based learning pathways. This objective prioritises the integration of digital competencies, sustainability, social and transversal skills to prepare learners of all ages for an evolving world.

2.

To establish work-based learning (WBL), applied research, and innovation as core pillars of MCAST's educational model. This includes co-creating curricula with industry, investing in research-led practice, and fostering a culture of creativity and problem-solving that empowers learners and contributes to Malta's socio-economic and technological advancement.

3.

To enhance MCAST's effectiveness, transparency, and accountability through robust governance structures, data-informed decision-making, and agile management systems. This objective supports continuous improvement, financial and operational efficiency, and a culture of professional excellence across the College.

4.

To elevate the visibility and esteem of vocational education through strategic collaboration, public engagement, and evidence of real-world impact driven by research, innovation, and responsible leadership. Showcasing the real-world impact of MCAST's programmes, research, and graduates, the College is positioned as a trusted driver of social mobility, economic growth, and innovation.

STRATEGIC CONTEXT

MCAST'S ROLE IN MALTA, THE MEDITERRANEAN REGION, AND EUROPE

The Malta College of Arts, Science, and Technology (MCAST) plays a pivotal role in shaping the educational landscape of Malta, significantly contributing to the nation's socio-economic development. As the leading institution for vocational and professional education and training, MCAST offers a diverse array of programmes that cater to the evolving needs of various industries. This alignment ensures that graduates are well prepared to meet both local and international labour market demands.

In the Mediterranean region, MCAST actively engages in collaborative initiatives aimed at addressing shared challenges. Different projects and initiatives see MCAST collaborating with European partners to enhance vocational training. These initiatives underscore MCAST's commitment to fostering regional cooperation and developing specialised skills pertinent to the Mediterranean context.

On the European stage, MCAST aligns its educational offerings with the European Qualifications Framework, ensuring that its awards and qualifications are internationally recognised and facilitating the mobility of its graduates across Europe. Furthermore, MCAST's involvement in European research projects and networks highlights its dedication to contributing to Europe's innovation and sustainability objectives.

Through these multifaceted engagements, MCAST not only enhances Malta's educational standards but also actively contributes to the broader Mediterranean and European goals of fostering innovation, sustainability, and economic growth.

ALIGNMENT WITH NATIONAL GOALS

The MCAST **Vision Towards 2030** is closely aligned with Malta's key national strategies, ensuring coherence with long-term socio-economic, educational, digital, and sustainability objectives.

- ▶ The **Malta Vision 2050: A future-ready nation** positions MCAST as a key enabler of Malta's long-term development through skills, adaptability, and innovation.
- ▶ The **National Education Strategy 2024–2030** supports flexible learning pathways, transversal and digital skills, and stronger transitions from education to employment.
- ▶ The **National Lifelong Learning Strategy 2023–2030** reinforces MCAST's role in adult learning, inclusive access, and quality provision, and supports upskilling and reskilling through flexible delivery models and micro-credentials.
- ▶ The **National strategic action plan for further and higher education 2030** reinforces a dynamic and resilient further and higher education ecosystem.
- ▶ The **National Employment Policy 2021–2030** positions MCAST as a central partner to contribute to work-based learning, employer engagement and career guidance to reduce skills mismatches.
- ▶ Supporting Malta's digital transformation, the **Malta Digital: National Digital Strategy 2022-2027** promotes the embedding of digital and emerging technologies across curricula and operations.
- ▶ The **National Research and Innovation Strategic Plan 2023–2027** prioritises applied research and confirms research as a core pillar of MCAST's long-term vision beyond 2027.
- ▶ The **National Energy and Climate Plan (NECP)** supports applied research and innovation in advancing green skills, sustainable technologies, and the green and digital transition.

KEY TRENDS INFLUENCING THE FUTURE OF VOCATIONAL AND PROFESSIONAL EDUCATION AND TRAINING (VPET)

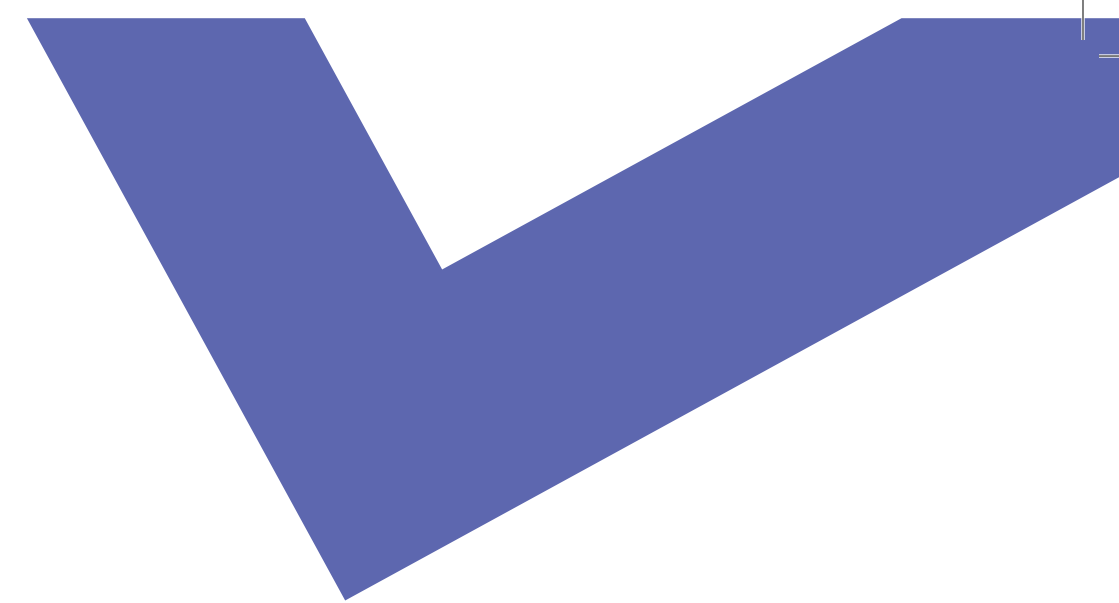
VPET include rapid digital transformation and AI adoption, increasing demand for green and sustainable skills, the growth of lifelong learning and micro-credentials, changing labour market dynamics, and a stronger focus on inclusion, equity, and internationalisation. These trends are driving European and national reforms and require MCAST to continuously adapt its programmes, delivery models, and partnerships to remain responsive and future ready.

DIGITAL TRANSFORMATION AND AI INTEGRATION

Advances in digital technologies and artificial intelligence are transforming industries, job roles, and skill requirements across all sectors. European initiatives, such as the Digital Education Action Plan, emphasise digital literacy, cybersecurity awareness, and responsible AI use in education. In Malta, AI literacy is increasingly embedded within VPET. MCAST has responded through investment in digital infrastructure, blended learning, and AI-enabled programmes, while recognising the need to ensure equitable digital access and continuous staff upskilling.

GREEN AND SUSTAINABLE SKILLS

The transition towards environmental sustainability has made green skills essential for future employment. European and international frameworks promote competencies in renewable energy, sustainable construction, resource efficiency, and environmental resilience. In Malta, national policies support the green transition, and MCAST is aligning curricula and applied research to embed sustainability across disciplines. Expanding green training at scale remains a strategic priority to meet labour market needs and climate commitments.



LIFELONG LEARNING AND MICRO-CREDENTIALS

Rapid technological and economic change has increased demand for continuous upskilling and reskilling. European and national strategies promote flexible learning pathways and micro-credentials tailored to labour market needs. MCAST is expanding short courses and micro-credential offerings in collaboration with industry, supporting adult learners and workforce participation, while continuing to strengthen quality assurance and employer recognition.

CHANGING LABOUR MARKET AND FUTURE SKILLS

Automation, new work patterns, and the growth of knowledge-based industries are reshaping skills demand. Future employability increasingly depends on transversal skills such as critical thinking, adaptability, digital fluency, and entrepreneurship. MCAST is responding through industry co-designed curricula and enhanced work-based learning, while recognising the need for ongoing alignment with evolving market demands.

INCLUSION, EQUITY, AND INTERNATIONALISATION

Inclusive access to quality education remains a core priority, encompassing gender equality, socio-economic inclusion, disability, and migrant participation. MCAST plays a central role in widening participation through inclusive pathways and support programmes, alongside growing internationalisation through mobility and partnerships. Continued efforts are required to reduce achievement gaps and ensure equal opportunities for all learners.

DRAWING ON PREVIOUS MCAST STRATEGIC PLANS

ACHIEVEMENTS AND LESSONS LEARNT

MCAST has made commendable progress in key areas aligned with its strategic objectives and transversal themes. The implementation has seen several milestones achieved, though some targets remain partially addressed or are still under development. Below is a summary of the main accomplishments, areas needing attention, and lessons learnt.

KEY ACHIEVEMENTS

1. INFRASTRUCTURE AND DIGITAL TRANSFORMATION

- ▶ MCAST invested heavily in upgrading its physical and digital infrastructure. Major developments include the opening of the MCAST Resource Centre, the inauguration of the Institute of Information and Communication Technology (IICT), the refurbishment of the Youth Hub, and the setting up of facilities like the Rapid Prototyping Lab and the Polymer Processing Lab.
- ▶ A transition to 10Gbps bandwidth and Wi-Fi 6 significantly improved campus connectivity. EdTech Hub usage grew, with 153 students and 65 staff using the facilities in 2024 alone.

2. WORK-BASED LEARNING (WBL) AND INDUSTRY INTEGRATION

- ▶ By 2025, 66% of all FT registered students followed a programme with a WBL component in either apprenticeship, placement or internship modality.
- ▶ MCAST launched apprenticeship degrees in areas such as Nursing, Cybersecurity, and Conservation.

3. PROGRAMME QUALITY AND STUDENT SUPPORT

- ▶ New Master's programmes have been introduced in over 10 fields, including Health, Social Care, and Environmental Science.
- ▶ Flexibility in learning was improved, with 66 part-time courses offered online in 2024.
- ▶ Student mentorship has been mainstreamed across all Institutes.
- ▶ The Wellbeing Hub saw a 44% increase in requests since 2021–2022.
- ▶ Gender equity improved, with increased female participation in traditionally male-dominated fields such as Engineering and ICT.

4. INTERNATIONALISATION AND COMMUNITY ENGAGEMENT

- ▶ MCAST experienced a 25% increase in Erasmus+ mobility in 2025 and a threefold rise in international student numbers since 2017.
- ▶ Community initiatives include “Kampusajf” cultural events.
- ▶ Partnerships with NGOs yield over 60,000 student volunteer hours annually.

5. COMMUNICATION, SOCIAL MEDIA, AND STUDENT ENGAGEMENT

- ▶ MCAST significantly improved its outreach and visibility through modernised communication platforms. The official website was streamlined, and a dedicated site for MG2i was launched in 2023.
- ▶ Student contributions to MCASTlink increased, and its thematic editions now reflect student-led topics such as inclusion and innovation.
- ▶ Traditional media also played a role, with TV adverts, radio participation, and billboard campaigns targeting older demographics and parents to raise awareness of vocational and professional education.

6. RESEARCH AND INNOVATION

- ▶ MCAST launched its Research Fellowship Scheme and achieved recognition as a Research Entity by Xjenza Malta, strengthening its academic credibility.
- ▶ Between 2022 and 2025, the College produced over 34 publications, including journal editions, articles, and monographs.
- ▶ Major research areas included sustainability, food systems, transportation, and environmental technology, with participation in multiple EU-funded projects (e.g., FOWARIM, SMARTPOL, TRAILS).

MCAST's strategic journey so far has been marked by resilience and gradual transformation. While notable progress has been made in infrastructure and WBL, continued efforts are necessary to meet sustainability targets, enhance student retention, and scale up inclusivity and staff development. With a more agile and cross-functional approach, MCAST is well positioned to continue building on its successes.

REALIGNING THE MCAST STRATEGIC DIRECTION

A. FUTURE-READY LEARNING EXPERIENCE

This priority places learners at the centre through inclusive, flexible, and skills-driven education that responds to an evolving labour market. It integrates industry-aligned curricula, work-based learning, and future skills—including critical thinking, collaboration, creativity, resilience, and digital and AI literacy—across all programmes. By combining practical learning with adaptable delivery models, MCAST prepares graduates for dynamic career pathways and supports Malta's transition towards a resilient, knowledge-based society.

B. PROMOTING VOCATIONAL PATHWAYS

MCAST plays a central role in positioning vocational education as a high-quality, aspirational pathway. This priority focuses on increasing visibility and uptake, strengthening employer engagement, and supporting smooth transitions to employment or further study. In doing so, it contributes to national goals on lifelong learning, skills development, and economic resilience, particularly in green and digital sectors.

C. HARNESSING TECHNOLOGY TO DRIVE INNOVATION

This priority focuses on integrating digital technologies to enhance learning, administration, and institutional agility, while ensuring digital equity for all learners and staff. By embedding digital and AI literacy, investing in modern infrastructure, and piloting innovative solutions, MCAST supports a digitally empowered society and aligns with national and EU innovation agendas.

D. PERFORMANCE AND ACCOUNTABILITY

To deliver sustainable impact, MCAST prioritises evidence-based decision-making, performance monitoring, financial transparency, and operational efficiency. This theme strengthens governance, institutional learning, and public trust, in line with national frameworks for good governance and accountability.

E. COLLABORATION WITHIN AND BEYOND MCAST

This priority promotes a collaborative culture through strong internal coordination and external partnerships. By engaging industry, academia, civic organisations, and the wider community, MCAST aligns its work with national, regional, and European priorities and strengthens its role as a hub for inclusive and sustainable development.

F. SUSTAINABILITY AND SOCIAL RESPONSIBILITY

This priority reflects MCAST's commitment to environmental stewardship, social wellbeing, and responsible resource use. Through sustainable practices, ethical governance, and inclusive engagement across teaching, research, and operations, MCAST ensures its actions today support long-term resilience and opportunity for future generations.

STRATEGIC OBJECTIVES

The MCAST Vision Towards 2030 sets out a comprehensive framework to transform the institution into a future-ready, inclusive, and innovative community college. It is structured around eight strategic objectives, each supported by specific action areas focusing on six transversal themes: future-readiness, vocational pathways, technology, performance, and collaboration. These strategic pillars aim to ensure that all aspects of MCAST's teaching, learning, research, governance, and infrastructure evolve in step with national priorities and international trends. The initiatives outlined below are designed to guide MCAST towards improved quality, stronger stakeholder engagement, and enhanced relevance in vocational and professional education.

STRATEGIC OBJECTIVE 1:

INVEST IN MODERN INFRASTRUCTURE THAT IS FIT FOR CURRENT AND FUTURE STAFF AND STUDENTS

A.

Future-ready Learning Experience

1A. Establish flexible, technology-enabled learning spaces that simulate real industry environments.

B.

Promoting Vocational and Professional Pathways at all levels

1B.1 Improve accessibility and wayfinding across all MCAST campuses.
1B.2 Embark on a campus-wide initiative to embellish and revitalise common areas by creating more open and accessible spaces.

C.

Harnessing Technology to drive Innovation

1C. Conduct a comprehensive IT infrastructure audit and upgrade to ensure cloud-based, integrated systems across all campuses.

D.

Performance and Accountability

1D. Introduce a routine infrastructure performance audit system to monitor the condition and utilisation of physical spaces across all campuses.

E.

Collaboration within and beyond the MCAST Community

1E. Establish a Shared Resource Infrastructure System that enables inter-Institute access to physical teaching and learning spaces, equipment, and digital tools.

F.

Sustainability and Social Responsibility

1F. Implement Sustainable and Responsible Campus Infrastructure initiatives that reduce the College's environmental footprint.

STRATEGIC OBJECTIVE 2:

STRENGTHEN QUALITY AND RELEVANCE TO ENHANCE THE STUDENTS' LEARNING EXPERIENCE

A.

Future-ready Learning Experience

2A.1 Implement a flexible, modular, and AI-aware curriculum model.
2A.2 Embed vocational, transversal, digital skills with AI literacy, ethical behaviour, and health and safety standards across all programmes.

B.

Promoting Vocational and Professional Pathways at all levels

2B.1 In line with the MCAST vocational pedagogy of applied learning, industry relevance, inclusivity, creativity and project-based learning, develop and implement micro-credentials that allow students to upskill or specialise flexibly.
2B.2 Alongside blended and hybrid learning as a pedagogical approach to inclusion, promote adaptive assessment strategies that account for students' varied learning styles and backgrounds.

C.

Harnessing Technology to drive Innovation

2C. Launch a compulsory professional development programme for academic and support staff focused on digital tools, AI usage, media literacy, and innovative teaching practices.

D.

Performance and Accountability

2D. Establish a Performance Dashboard for academic programmes.

E.

Collaboration within and beyond the MCAST Community

2E. Review current practices and establish a structured Policy Development and Communication Framework.

F.

Sustainability and Social Responsibility

2F. Foster an inclusive and welcoming MCAST community.

STRATEGIC
OBJECTIVE 3:

POSITION WORK-BASED LEARNING (WBL)
AS THE HEART OF ALL PROFESSIONAL AND
VOCATIONAL TRAINING PROGRAMMES
OFFERED BY MCAST

A.

Future-ready Learning
Experience

3A. Enhance the MCAST multi-model WBL strategy combining
apprenticeships, embedded projects, and international placements.

B.

Promoting Vocational and
Professional Pathways at all
levels

3B.1 Strengthen ties with employers through formal agreements that guarantee
apprenticeships, internships, and placements for students.

3B.2 Introduce a structured training and accreditation programme for company-
based mentors and supervisors who support MCAST students during Work-Based
Learning.

C.

Harnessing Technology to
drive Innovation

3C. Establish virtual workplace environments using simulation
technology and digital collaboration platforms.

D.

Performance and
Accountability

3D. Establish WBL performance indicators, such as placement rates,
employer ratings, and student reflective outcomes.

E.

Collaboration within
and beyond the MCAST
Community

3E. Expand the AWBL Office into a dedicated Industry Partnership Office.

F.

Sustainability and Social
Responsibility

3F. Promote socially responsible and community-based Work-Based
Learning and Community and Social Responsibility opportunities.

STRATEGIC
OBJECTIVE 4:

REINFORCE THE IMAGE AND BUILD THE
ESTEEM OF VOCATIONAL AND PROFESSIONAL
EDUCATION AND TRAINING

A.

Future-ready Learning
Experience

4A. Promote the value of VPET by offering immersive, interactive,
open-to-the-public hands-on learning experiences.

B.

Promoting Vocational and
Professional Pathways at all
levels

4B. Launch campaigns showcasing successful alumni.

C.

Harnessing Technology to
drive Innovation

4C. Launch an annual 'Innovation Showcase' and 'Innovation Day'
featuring student-led projects.

D.

Performance and
Accountability

4D. Launch a public-facing transparency platform on student
satisfaction, job placement rates, and sector engagement.

E.

Collaboration within
and beyond the MCAST
Community

4E. Showcase ongoing and completed VPET-related collaborations
with industry, government, trade unions, NGOs, and international
institutions.

F.

Sustainability and Social
Responsibility

4F. Promote the social and environmental impact of VPET through
campaigns that showcase projects where students contribute to
community, equity, and sustainability.

STRATEGIC OBJECTIVE 5:

BROADEN THE LOCAL AND INTERNATIONAL MCAST PARTNER NETWORK

A.

Future-ready Learning Experience

5A. Expand engagement with national stakeholders and international partners to act as platforms for collaboration, curriculum innovation, and staff development.

B.

Promoting Vocational and Professional Pathways at all levels

5B. Extend and formalise partnerships with industry through sector-specific advisory meetings convened regularly to provide strategic input on curriculum design, technological integration, and emerging skill requirements. .

C.

Harnessing Technology to drive Innovation

5C. Formalise partnerships with local and international innovation-driven institutions through exchange programmes, shared research initiatives, and Erasmus+ projects.

D.

Performance and Accountability

5D. Ensure that all partnerships undergo regular strategic alignment, due diligence, and risk reviews to confirm their contribution to MCAST's priorities while safeguarding research integrity, digital security, and institutional resilience.

E.

Collaboration within and beyond the MCAST Community

5E. Improve the availability of the MCAST spaces and facilities to welcome activities with and for the community.

F.

Sustainability and Social Responsibility

5F. Strengthen partnerships that support social inclusion, equity, and community wellbeing by collaborating with organisations that work with marginalised groups.

STRATEGIC OBJECTIVE 6:

PROVIDE SUPPORT TO AND REINFORCE THE MANAGEMENT AND GOVERNANCE STRUCTURES

A.

Future-ready Learning Experience

6A. Develop a feedback integration system that collects structured input from students, alumni, employers, and staff, feeding directly into decision-making bodies and programme reviews.

B.

Promoting Vocational and Professional Pathways at all levels

6B. Develop and enforce a college-wide Accessibility Policy that sets clear guidelines for inclusive learning, WBL, staff training, and infrastructure standards.

C.

Harnessing Technology to drive Innovation

6C. Implement a data-driven management system to track student progress and teaching effectiveness.

D.

Performance and Accountability

6D. Implement a centralised digital infrastructure that enables real-time tracking of key corporate functions, such as procurement, HR processes, and maintenance workflows.

E.

Collaboration within and beyond the MCAST Community

6E. Develop and implement a structured Induction and Integration Programme for all new employees.

F.

Sustainability and Social Responsibility

6F.1 Expand structured staff development programmes focused on ongoing upskilling and reskilling, with dedicated training in leadership, inclusive practice, ethical behaviour, sustainability, digital literacy, and emerging technologies.

6F.2 Embed principles of equity, inclusion, and social responsibility into leadership development, policy-making, and governance processes.

STRATEGIC
OBJECTIVE

7:

INCENTIVISE THE DEVELOPMENT OF
APPLIED RESEARCH AND SUSTAINABLE
INNOVATION ACROSS THE COLLEGE

A.
Future-ready Learning
Experience

7A.1 Provide continued monitored and ethical use of AI in research, including the safeguarding of the anonymity of participants.

7A.2 Support staff participation in innovation projects in collaboration with industry, embedding these activities within teaching and encouraging the publication or application of research outcomes in real-world contexts.

B.
Promoting Vocational and
Professional Pathways at all
levels

7B. Promote collaborative research projects with industry and social partners focusing on SDGs and Smart Specialisations.

C.
Harnessing Technology to
drive Innovation

7C. Improve visibility of existing institutional resources and research management structures as a means to strengthen innovation by dedicating support systems for innovative research activities ensuring sustained institutional backing.

D.
Performance and
Accountability

7D. Develop and implement a Research Impact and Accountability Framework that tracks applied research outputs by Institute, including project funding secured and publications.

E.
Collaboration within
and beyond the MCAST
Community

7E. Promote collaborative research clusters between Institutes and external bodies with a focus on joint publications, shared access to labs, and project funding, supported by a knowledge-sharing system and ethical data collaboration agreements.

F.
Sustainability and Social
Responsibility

7F. Promote research and innovation projects that advance sustainability, social equity, and community wellbeing.

STRATEGIC
OBJECTIVE

8:

IMPLEMENT A ROBUST RISK
MANAGEMENT FRAMEWORK AND
SOUND CORPORATE GOVERNANCE

This Strategic Objective reflects the College's commitment to strengthening governance, accountability, and institutional resilience in light of emerging organisational risks. MCAST recognises the importance of robust internal controls, effective oversight, and a strong risk-aware culture to safeguard public funds, institutional assets, and the trust placed in the College by students, staff, partners, and the wider community.

To this end, MCAST will prioritise the development and implementation of a comprehensive Risk Management Framework aligned with good governance principles and public sector standards. This includes addressing deficiencies and recommendations identified by the Internal Audit Office and other oversight mechanisms, establishing a dedicated risk management function, and strengthening assurance processes across financial, operational, IT, research, and reputational domains. Particular attention will be given to reinforcing internal controls, enhancing fraud prevention and detection measures, and upgrading the health and safety function to ensure a safe, compliant, and well-governed working and learning environment. Through these actions, the College aims to embed a culture of accountability, risk awareness, and continuous improvement across all levels of the organisation.

MONITORING AND EVALUATION FRAMEWORK

MCAST is committed to a robust approach to monitoring and evaluation that ensures the effective implementation of its strategic objectives. This framework is designed to align with international and national benchmarks, promote regular assessment cycles, and foster a culture of continuous improvement.

KEY PERFORMANCE INDICATORS (KPIs)

To measure progress effectively, MCAST establishes KPIs that are in harmony with the United Nations' Sustainable Development Goals (SDGs), European Union education targets, and Malta's national objectives. This alignment ensures that MCAST's initiatives contribute meaningfully to broader educational and developmental agendas. These KPIs are systematically reviewed and updated to remain relevant to evolving educational landscapes and policy directives.

ANNUAL REVIEW CYCLES

MCAST has instituted annual review cycles to assess and enhance the effectiveness of its strategic plan. These reviews involve comprehensive evaluations of performance data against the set KPIs, facilitating informed decision-making and strategic adjustments. This structured approach allows MCAST to respond proactively to emerging challenges and opportunities within the educational sector.

EMBEDDED CULTURE OF CONTINUOUS IMPROVEMENT

Central to MCAST's ethos is the cultivation of a culture that prioritises continuous improvement. This is achieved through regular feedback mechanisms, stakeholder engagement, and the integration of best practices into institutional processes. This commitment to ongoing enhancement not only benefits students and staff but also contributes to the broader community by producing competent graduates equipped to meet contemporary societal and industry needs.

Through this comprehensive approach, MCAST demonstrates its dedication to accountability, quality assurance, and the continuous pursuit of excellence in vocational and professional education.

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