

2021-2024

MCAST - Globalisation Strategy

A Document for Public Consultation



WELCOME MESSAGE

In 2019, MCAST launched a three-year ambitious Strategic Plan. The plan spans 7 strategic directions, 18 initiatives and 86 measures. The document outlines the priorities for the College and highlights the importance of a dynamic evolution to reflect the changes in the socio-economic fabric in Malta.

The plan envisages seven strategic objectives, each with a number of initiatives and measures.

- 1: Invest in modern infrastructure that is fit for current and future staff and students.
- 2: Strengthen Quality and Relevance to enhance the students' learning experience.
- 3: Position quality Work Based Learning at the heart of all professional and vocational training programmes offered by MCAST.
- 4: Reinforce the image and build the esteem of Vocational and Professional Education and Training.
- 5: Broaden the local and international MCAST partner network.
- 6: Provide support and reinforce the Management and Governance Structures.
- 7: Incentivize the development of sustainable innovation across the College

The initiatives and measures elaborated in the published document outline the detail of each strategic objective and measures. The ambitious targets and objectives which MCAST has set for itself will provide a challenging context for those seeking to drive MCAST into becoming more relevant to the industry context in Malta. There are growing needs for the College to prepare youngsters and adults for the disruptive changes to business models that are expected to have a profound impact on the employment landscape in the coming years.

MCAST aims to be always relevant and responsive to global industry's needs, particularly with the advent of Industry 4.0, driven by cyber physical systems. This overall objective highlights the significance of preparing our learners to be global learners, specialists in vocational industry areas as required, but also in possession of soft skills, behavioural skills and appropriate attitudes. This scenario motivates MCAST to manage its resources and redirects its efforts into implementing a global culture, to respond to the changing international student and industry requirements, to collaborate with international educational and industrial stakeholders and to embrace an innovative approach to render the students' experience at MCAST truly meaningful.

James Calleja
MCAST Principal and CEO

The MCAST Globalisation Strategy

Intro

In a world that has become increasingly interconnected and inter-dependent in many ways the notion of self-sufficiency or self-isolation has lost its significance. This is true for individuals, institutions, organisations, industry, peoples. Moreover, there is no going back: the world is becoming, slowly but surely, a single common place of existence for all; a world in which any matter occurring in one place will undeniably have a connection with, and an effect on, the rest of the planet.

Malta provides a number of advantages on the political, economic, social and technological levels. On the political level, Malta offers an undisputable level of stability. On the economic level, the opportunities for employment that Malta offers, together with the relatively moderate costs of rent, living and education, are attractive to the foreign student who chooses to study at MCAST. On the social level, the friendly atmosphere, coupled with the small and contained size of the island, has its attractions. Malta is also considered a safe country by many foreigners. Finally, Malta has made strides on the technological level, and indications are that development in this area will continue to grow.

The centrality of Malta's location, together with its climate, are also factors that foreign students take into consideration when choosing to study at MCAST. MCAST offers a wealth of opportunities which, should all parties work together towards a common goal, could take its globalisation strategies to the next level.

The success of initial international efforts by the MCAST commercial arm, MCAST Gateway to Industry have encouraged MCAST management to further invest in these markets through the right setup and partnerships. Recent efforts by MG2i to promote the MCAST brand in the South East Asian market has yielded immediate results. MG2i has been successful in recruiting international students to study at MCAST and to offer training abroad. MG2i will continue with its quest to promote Malta and MCAST beyond our shores and will focus on more international business development throughout the coming years.

The MCAST Strategic Plan 2019-2021 foresees the compilation of a comprehensive internationalisation strategy (Measure 5.4) as a means of widening its international partner network, as well as nurturing the multi-cultural dimension of the campus with better integration of non-Maltese students. The strategic direction afforded by the over-arching College Strategic Plan takes into consideration different measures and actions which can be considered as the building-blocks of this draft Globalisation Strategy for the College. The MCAST Strategic Plan pre-empts a globalisation plan that:

- Structures and makes **more visible relations** established with international partners (Measure 5.5).
- Establishes **partnership frameworks** with international education and training institutions (Measure 5.6).

- Attracts **more international students** to study at MCAST on a full-time basis (Measure 5.7).
- Develops further the MCAST as a **destination for CPD** for international students, technical workers and professionals (Measure 5.8).
- Encourages the participation of staff and students in local and international competitions, conferences and events which **promote and showcase vocational and professional endeavours** (Measure 2.15).
- Works with **international awarding bodies** for continued relevance of the study programmes offered (Measure 2.17).

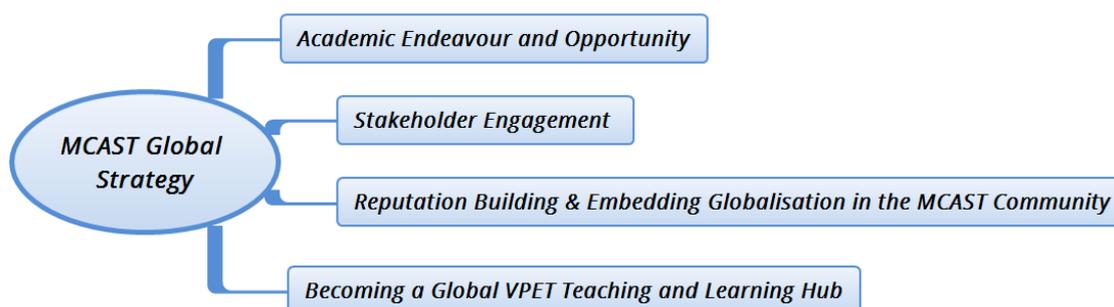
Why Global?

It stands to reason, therefore, that the concept of Internationalisation as the College has known it for the last few decades has effectively ran past its time and now it is living, existing, operating in a global environment. It follows that the outlook to the world beyond the Maltese shores must be limitless, or in other words, global. Hence the MCAST Globalisation Strategy.

Strategic Directions

The MCAST Globalisation Strategy proposes four fundamental strategic directions, namely:

1. Academic Endeavour and Opportunity
2. Stakeholder Engagement
3. Reputation Building and Embedding Internationalisation in the MCAST Community
4. Becoming a Global VPET Teaching and Learning Hub



Strategic Direction 1: Academic Endeavour and Opportunity

The first Strategic Direction focuses on Academic Endeavour and Opportunity. As a growing and evolving institution, the MCAST recognises the need to maintain a strong and constant drive in its academic endeavour in order to offer relevant teaching to its students and to be able to discover and take up the opportunities that present themselves globally.

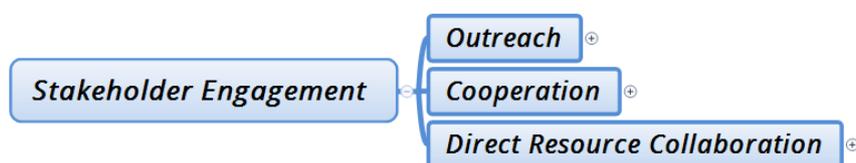


Initiative	Measure	Process
1.1 Curriculum Development	1.1.1 Increase the provision of courses which attract international students and include internship components also for international students.	<ul style="list-style-type: none"> • Gaining of knowledge that can be integrated in curricula. • Implementing and ensuring adequate and timely Quality Assurance processes for all programmes placed in the international sphere. • Include an internship component to a wider selection of courses to encourage international students to engage themselves with industry while studying at MCAST.
1.2 Enhancing life on Campus	1.2.1 Expansion, Renovation and upgrading of Campus facilities.	<ul style="list-style-type: none"> • Investing in new buildings and renovating present buildings. • Upgrade library facilities, online platforms, classrooms and workshops. • Invest in sports facilities, entertainment areas and relaxation zones.
	1.2.2 Having a support structure for International students.	<ul style="list-style-type: none"> • Ensure that all relevant MCAST departments have the necessary human resources to cater for the different needs to manage international students' applications, curriculum development, international office, MG2i, Registrar's office and Institutes. • Develop support structures that are particular to the needs of international students, including those attending mainstream full-time courses, with the aim of providing them with centralised

		support that targets their basic needs .
1.3 Research	1.3.1 Partnerships	<ul style="list-style-type: none"> • Encourage initiatives to identify and contact leaders in those areas of research and study with the intention of partnerships that lead to tangible collaboration.
	1.3.2 Academic Papers	<ul style="list-style-type: none"> • To support the publishing of academic papers and research studies.
	1.3.3 Support Internationally significant research undertaken by MCAST	<ul style="list-style-type: none"> • Contribute to international research that addresses global challenges and contribute to a better world through externally funded projects.
1.4 Erasmus+	1.4.1 Study and Work Placement mobilities for students	<ul style="list-style-type: none"> • By applying for and engaging in more Erasmus+ projects that are worthwhile and in-line with MCAST's vision and mission.
	1.4.2 CPD Mobilities for Staff	
	1.4.3 Source of Funding and Financial Benefit	<ul style="list-style-type: none"> • By utilising remaining project management funding to sustain other significant MCAST initiatives that lack financial support.
1.5 Educational Technology	1.5.1 Emerging and technology-based teaching, e-learning, blended learning and beyond.	<ul style="list-style-type: none"> • Development, implementation and evaluation of online, e-learning and blended learning systems.
		<ul style="list-style-type: none"> • Development, implementation and evaluation of emerging teaching and learning systems.

Strategic Direction 2: Stakeholder Engagement & Collaboration

The growth and evolution of the MCAST in the global scenario is dependent on the engagement of key stakeholders leading to close collaboration. The second Strategic Direction addresses this.



Initiative	Measure	Process
2.1 Outreach	2.1.2 Pioneering MCAST beyond our borders through a strengthening of a range of long-term communication channels with key affiliates.	<ul style="list-style-type: none"> Engage with reputable organisations and institutions to build strong knowledge ties and to promote our services beyond our shores. Establishing and nurturing strong communication channels with established academic affiliations and associations, such as Eurashe, UAS4Europe, EdTech Europe, ASEF and EFVET.
2.2 Cooperation	2.2.1 Specific cooperation with select top international universities and organisations.	<ul style="list-style-type: none"> By setting up agreements, memberships and affiliations directly with key institutions and organisations that can lead to mutual exchange of knowledge, specific insights and of best-practice, for the benefit of both parties. By engaging in cooperative research and innovation projects, such as the EU Centres of Vocational Excellence, that can facilitate mutual knowledge and expertise sharing.
2.3 Direct Resource Collaboration	2.3.1 More Direct collaboration, through resource sharing, with top International universities and academic organisations.	<ul style="list-style-type: none"> By going beyond the stage of cooperation, investigate opportunities for joint ventures with international educational institutions and collaborating partners. Establishing MoUs for Resource-sharing for mutual benefit with identified collaborating partners, going into: <ul style="list-style-type: none"> Human Resource Sharing; to provide and receive academic and research-based expert contributions. Physical Resource Sharing; to provide and receive shared access to established research and training facilities, workshops, laboratories. Organizational Resource Sharing; to provide and receive access to academic programmes, regulations, frameworks and other knowledge and information-based resources.

Strategic Direction 3: Reputation Building & Embedding Globalisation in the MCAST Community

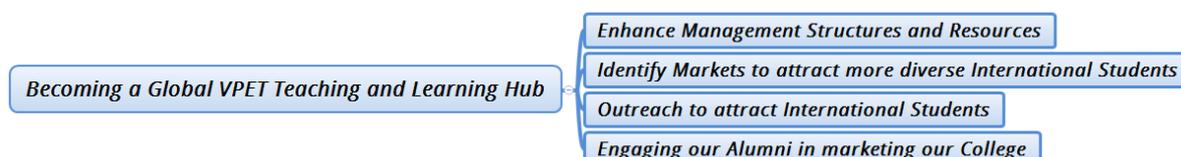
The World we live in today is a small world in which globalisation is fundamental. Building a leading and solid reputation and embedding globalisation in the MCAST community are the key focus of the third Strategic Direction.



Initiative	Measure	Process
3.1 To make Globalisation part of Staff CPD	3.1.1 By participating in international projects that expose our Staff to professional development.	<ul style="list-style-type: none"> • Through Erasmus+ KA1 Staff mobilities and others. • Through Erasmus+ KA107 Strategic Partnership projects and Others. • Through Horizon2020, EIT Kick Projects and similar.
3.2 Learning from and through Cultural Diversity		<ul style="list-style-type: none"> • Embedding aspects of Cultural Diversity within the College Curricula and activities.
3.3 Strengthening the Global engagement	3.3.1 Joining Global networks and organisations .	<ul style="list-style-type: none"> • Enhanced engagement with UNESCO-UNEVOC in projects that have outputs on a global scale. • Being a reliable and effective contributor to VPET development by providing global access through technology.
3.4 Raise the global profile and reputation		<ul style="list-style-type: none"> • Engaging in activities that lead to global recognition and promoting the progress and growth of MCAST globally through a more coordinated participation in international events and conferences by MCAST personnel and key affiliations.
3.5 Branding and Marketing	3.5.1 Branding, Promotion and Marketing.	<ul style="list-style-type: none"> • Improve on the visual branding image of the College across all media types. • Consolidate and streamline the social media presence. • Promote and make present the College brand name in identified untapped markets.

Strategic Direction 4: Becoming a Global VPET Teaching and Learning Hub

The fourth Strategic Direction focuses on the key capability of MCAST as a VPET institution, namely that of excellence in Teaching and Learning. This strategy component aims to promote MCAST to become a Global VPET Teaching and Learning Hub.



Initiative	Measure	Process
4.1 Enhance Management structures and resources	4.1.1 Develop the necessary management structures and administrative systems to handle International students.	<ul style="list-style-type: none"> Adapt and improve internal systems and processes to ensure maximisation of opportunities to engage internationally with prospective students, staff, partners and alumni.
4.2 Identify Markets to attract more diverse international students	4.2.1 Sustain present markets. 4.2.2 Research and review new markets. 4.2.3 Penetrate identified new international markets and make MCAST more known internationally. 4.2.4 Within the identified new markets, endorse new working partnerships.	<ul style="list-style-type: none"> Facilitate, reduce bureaucracy and possibly automate a platform to link with International students. Focus on markets which are strategically the most advantageous in relation to the local economic scenario and employment market. Develop robust processes for evaluating prospective partners and approving agreements, including monitoring of existing partnerships. Focus on setting up a partnerships' network. Engage with an effective network of partners who actively promote MCAST to their clients.
4.3 Outreach Initiatives to attract international students	4.3.1 More effective recruitment drive to attract more International Students. A focus on both iVET and cVET International Students.	<ul style="list-style-type: none"> Participation during international students' fairs and event. Online presence and social media. Engage in effective marketing strategies. Develop effective agreements with partners that facilitate international students into our programmes, both on and offshore. Engage in a more rapid and responsive application systems and processes.
4.4 Engaging our Alumni in marketing our College	4.4.1 Creating a platform and the necessary tools to promote Alumni and their experiences.	<ul style="list-style-type: none"> The educational experiences of alumni can be further made visible to promote the College's education provision. MCAST will provide its alumni the tools to endorse the institution through testimonials, events, fairs and representation.