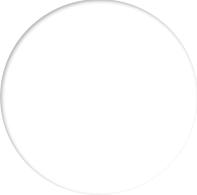
Version 5.2



**Strategic Plan**

2020 - 2022

Universiti Sultan Zainal Abidin,

Terengganu, Malaysia.

*By Center for Strategic Planning & Quality Management*

Vision, Mission & Core Values

**Vision**

To become a Contemporary Integrated Islamic University (CIIU)

**Mission**

To produce holistic individuals with *Naseem* values through educational excellence and high impact research towards empowering society

**Core Values (Naseem)**

**1. Knowledge (*Ilmu*)**

An maverick who conducts research led teaching armed with

contemporary knowledge to solve current and relevant issues which lead to commercialization.

**2. Faith & Akhlaq (*Iman & Akhlaq*)** A visionary and value oriented person of high moral standing.

**3. Deeds (*Amal*)**

An accountable and transparent individual who cares and contributes to society.

**4. Leadership (*Qiyaadah*)**

A dynamic pragmatic leader who is bold enough to make a difference and manages

from the heart.

**5. Collaboration (*Ta’awun*)**

A team player with excellent

communication and global

networking skills.

**6. Entrepreneurship (*Tijaarah*)** A persistent and successful

entrepreneur.

**7. Transformation (*Taghyir*)**

An individual who embraces culture and is armed with a

transformational mindset leading to autonomy and financial

independence.

**8. Innovation (*Ibtikaar*)**

An individual who embraces

creative thinking, leveraging on digital and disruptive technology.

2

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

Strategic & Operational Objectives

**S1: Future Proof Graduates (Lead by TNCA)**

***Operational Objectives: Coordinator:*** OP01: Future Ready Curriculum COMAE-I OP02: Comprehensive and Sustainable Learning Ecosystem COMAE-I OP03: Flexible Education with Soul (FlexS) FKI OP04: Industry-Ready Graduates PAKAT OP05: Active and Effective Student Empowerment MPP

**S2: Community Heroes (Lead by TNCHEPA)**

***Operational Objectives: Coordinator:*** OP06: Establishment of Community Development Hub PTNCHEPA/MPP OP07: Sustainable community-based Research Projects FSSG

**S3: World Class Research (Lead by TNCPI)**

***Operational Objectives: Coordinator:*** OP08: Internationally-preferred Researchers CREIM OP09: Quality Industrial Collaborative Research CLMC OP10: High-quality Research Output ESERI

**S4: Globally Recognized University (Lead by VC)**

***Operational Objectives: Coordinator:*** OP11: Competency-based Talent Development CenTTM OP12: Internationally-recognized Programmes P4P OP13: Strategic Collaboration with Global Partners CCoRM

3

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

Actions & Measurements

**Strategic Objective: [S1] Future Proof Graduates Operational Objective:** [OP01] Future Ready Curriculum (COMAE-I)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To develop fluid and organic flexible curriculum:  ∙ Discipline convergence  ∙ Flexible & non-conventional  ∙ Industry partnership  ∙ Global  (CoMAE-I, FBK, FIK, FKI, FPP, FP, FRIT, FSK, FSSG, FUHA, PPHP, PSR, PI, PKW and KKKP)  [A2] To enhance transformative learning and teaching:  ∙ 21st Century Pedagogies (Heutagogy, paragogy, cybergogy)  (CoMAE-I, FBK, FBIM, FF, FIK, FKI, FPP, FP, FRIT, FSSG, FUHA, CenTTM, Library, PPHP, PSR, PI, PKW and KKKP)  [A3] To implement authentic and alternative holistic assessment (CoMAE-I, FBK, FIK, FKI, FPP, FP, FRIT, FSK, FSSG, FUHA, CenTTM, PPIR, PPHP, PSR, PI, PKW and KKKP) | 1. Percentage of the programmes with at least 1 sub-element from each category  2020: 10%  2021: 40%  2022: 60%  2. Level of students’ satisfaction for teaching and learning experience  2020: Good (Benchmark)  2021: Better than 2020  2022: Better than 2021  3. Implementation of a new holistic assessment 2020: Develop and Pilot Test  2021: Refine and managed roll out  2022: Refine and full implementation |

4

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

**Operational Objective:** [OP02] Comprehensive and Sustainable Learning Ecosystem (COMAE-I)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To increase virtual learning environment (VLE) (CoMAE-I,FIK, FRIT, Library, PPHB and PPIR)  [A2] To increase futuristic learning space (CoMAE-I & FRIT, Library, PPHB and PPIR)  [A3] To develop immersive experiential learning centres (CoMAE-I & FUHA, Library, PPHB and PPIR) | 1. Percentage of courses using VLE  2020: 60%  2021: 80%  2022: 100%  2. Futuristic learning space  2020: 3  2021: 4  2022: 5  3. Immersive experiential learning centres 2020: -  2021: -  2022: 1 |

**Operational Objective:** [OP03] Flexible Education with Soul (FlexS) (FKI)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To instil *Naseem* values across the curriculum (CoMAE-I, PTNCAA, PPHP, PSR, PI, PKW and KKKP)  [A2] To develop FlexS complementary  programmes (CoMAE-I & Faculties, PPHP, PSR, PI, PKW and KKKP)  [A3] To implement Murabbi Modules for staff and students (CenTTM, PP, PI, KKKP and PTNCAA) | 1. Percentage of FlexS in academic programmes 2020: 30%  2021: 60%  2022: 100%  2. Complementary programmes/year  2020: 4  2021: 4  2022: 4  3. Murabbi Modules  2020: Module Development  2021: Executing Module Pilot Test (Student, Academic and Non-Academic Staff)  2022: Overall Execution |

5

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

**Operational Objective:** [OP04] Industry-Ready Graduates (PAKAT)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To provide endowments for students’ entrepreneurships (PAKAT, WAKAF and PB)  [A2] To establish a Career Development Centre in 2020 (PAKAT & CoMAE-I)  [A3] To administer career readiness programmes (PAKAT & CoMAE-I)  [A4] To equip all OKU students with  entrepreneurial skills (PAKAT & Unit  Kebajikan Pelajar)  [A5] To implement a comprehensive Student Profiling System (PAKAT, PPHP, CoMAE-I and PPIR)  [A6] To further equip incubators for  entrepreneurships (PAKAT, UDH and P4P)  [A7] To increase industrial collaborations in faculties (PAKAT, CoMAE-I, FBIM, FF, FPP and FSK)  [A8] To maximize more collaborations with philanthropic alumni (PAKAT, FKI, FPP and FSSG)  [A9] To increase grant sizes for Graduate Employability (GE) and Entrepreneurships (PAKAT)  [A10] To develop a comprehensive database of alumni by 2020 (PAKAT & PPIR) | 1. No of effective entrepreneurial students *(Paid up capital, no of employees, turnover)*  2020: 50  2021: 70  2022: 100  2. Recipients of Students’ Entrepreneurial Innovation Awards  2020: -  2021: -  2022: 1 student  3. No of OKU students who had become successful entrepreneur  2020: 1 student  2021: 2 students  2022: 3 students  4. Implement a Student Profiling System 2020: Develop and Pilot Test  2021: Refine and full implementation  2022: System enhancement  5. Percentage of GE  2020 – 95%  2021 – 95%  2022 – 95%  6. Alumni Endowment Acquisition  2020 – 50k  2021 – 75k  2022 – 100k  7. Alumni@Faculty  2020 – 1 alumni per faculty  2021 – 1 alumni per faculty  2022 – 1 alumni per faculty |

6

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

**Operational Objective:** [OP05] Active and Effective Student Empowerment (MPP)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To establish Student Union in UniSZA by 2020 (PTNCHEPA)  [A2] To establish Student Union audit and monitoring system by 2021 (PTNCHEPA, UAD)  [A3] Development of Indeks Kemanafaatan Pelajar (Student Benificial Index) (PTNCHEPA,  MPP/Student Union) | 1. Recipients for MoE Student Awards (PTNCHEPA) 2020 – Top 5  2021 – Top 5  2022 – Overall Winner  2. Percentage of program managed by Student Union  2020 – 50%  2021 – 70%  2022 – 90%  3. Level of students’ satisfaction with the Student Union  2020: Good (Benchmark)  2021: Better than 2020  2022: Better than 2021 |

7

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

**Strategic Objective: [S2] Community Heroes**

**Operational Objective:** [OP06] Establishment of Community Development Hub (PTNCHEPA/MPP)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To conduct community flagship programmes (CoMAE-I, FBK, FF, FIK, FKI, FPP, FP, PPHP, FSK, FSSG, FUHA and CREIM)  [A2] To implement Service Learning (CoMAE-I, FBK, FBIM, FIK, FKI, FPP, FP, FRIT, FSK, FSSG and FUHA)  [A3] To develop student community  apprenticeship programmes  [A4] To establish UniSZA-Community Development Hub (CoMAE-I, CREIM, PAKAT, PPHP, PI, PKW and PSR)  [A5] To enhance the safety of staff and student in UniSZA (JKKP) | 1. No. of flagship programme conducted  2020: 1 for each faculty  2021: 1 for each faculty  2022: 1 for each faculty  2. % SULAM implemented in academic programmes 2020: 20%  2021: 50%  2022: 80%  3. No. of student apprenticeship programmes 2020: 1  2021: 1  2022: 1  4. Establishment of Community Development Hub 2020: Concept Paper & Pilot Study  2021: Programmes conducted  2022: Programmes conducted |

8

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

**Operational Objective:** [OP07] Sustainable Community-based Research Projects (FSSG)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To strengthen translational research projects (CREIM)  [A2] To increase TUG/industrial/ ‘public private research network’ grants (CREIM, FBIM & CoEs)  [A3] To increase national KTP grants (PAKAT) [A4] To provide internal KTP grants (PAKAT)  [A5] To empower community social enterprise (PAKAT)  [A6] To ensure all community clusters gain benefits (PAKAT):  ● Agricultural Community  ● Youths  ● Senior Citizens  ● Drug Addictions  ● The Aborigines  ● Child Education  ● OKU | 1. No. of Successful Translational Research Project (sustained and commercialized)  2020: 3  2021: 6  2022: 10  2. No. of successful community engagement project  2020: 10  2021: 15  2022: 20  3. No. of KTP grant awarded by MoE  2020: 1  2021: 1  2022: 1  4. Total value of internal KTP Grant awarded by UniSZA  2020: -  2021: 100K  2022: 150K |

9

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

**Strategic Objective: [S3] World Class Research**

**Operational Objective:** [OP08] Internationally-preferred Researchers (CREIM)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To conduct research projects based on MoUs/MoAs (CREIM, FBK, FBIM, FIK, FKI, FPP, FSK, FSSG, FUHA and CoEs)  [A2] To administer international collaborative grants (CREIM)  [A3] To co-author publications with identified partners (top 300 QS Asia Rankings/ top 500 QS World Rankings) (CREIM, FBK, FF, FIK, FKI, FSK, FSSG and CoEs)  [A4] To present papers in international indexed conferences (CREIM, FBK, FF, FIK, FPP, FP, FRIT, FSSG and CoEs)  [A5] To register in Researchgate, ORCid and Publons (CREIM, FBK, FBIM, FF, FIK, FKI, FPP, FP, FRIT, FSK, FSSG, FUHA and CoEs) | 1. No. of MoU/MoA active research projects 2020: 1 for each faculty and CoE  2021: 1 for each faculty and CoE  2022: 1 for each faculty and CoE  2. No of international collaborative grants 2020: 1 for each faculty and CoE  2021: 1 for each faculty and CoE  2022: 1 for each faculty and CoE  3. No. of Co-author publications with international universities/ bodies  2020: 120  2021: 150  2022: 180  4. No. of presented papers in international indexed conferences  2020: 60  2021: 70  2022: 80  5. Percentage of academic staff registered in Researchgate, ORCid and Publons  2020: 50%  2021: 75%  2022: 100%  6. No. of invitations for keynote speaker (fully sponsored)  2020: Benchmark  2021: Increasing  2022: Increasing |

10

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

**Operational Objective:** [OP09] Quality Industrial Collaborative Research (CLMC)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To increase academic staff for industrial attachment (PP, FBIM, FF, FIK, FSK and  FUHA)  [A2] To establish accredited research labs (ISO:17025) (CLMC)  [A3] To conduct contract research/ consultation work (CREIM, FUHA and CoEs)  [A4] To obtain research endowments (CREIM, CoEs)  [A5] To provide accredited lab services (CLMC, CREIM)  [A6] To build commercial awareness (CREIM, CenTTM)  [A7] To develop business plan for research output commercialization (CREIM) | 1. No. of academic staff went for Industrial Attachment:  2020: 1 for each faculty  2021: 1 for each faculty  2020: 1 for each faculty  2. No. of accredited research labs  2020: 1 sub domain  2021: 2 sub domain  2022: 3 sub domain  3. No. of contract research/consultation work 2020: 3  2021: 5  2022: 10  4. Research endowment values  2020: 50K  2021: 75K  2022: 100K  5. Total income from accredited labs  2021: 40k (break-even)  2022: 20% profit (break  6. Number of product commercialization/ licensing  2020: 1  2021: 2  2022: 2 |

11

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

**Operational Objective:** [OP10] High-quality Research Output (ESERI)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To increase competitive internal research funding (CREIM)  [A2] To empower SIGs (mentoring, outputs, projects) (CREIM, FBK, FIK, FKI, FPP, FSSG, FUHA and CoEs)  [A3] To produce high impact publications (CREIM, FBK, FBIM, FF, FIK, FPP, FP, FRIT, FSSG and CoE)  [A4] To develop comprehensive integrated research management system (CREIM & PPIR)  [A5] To endorse academic staff for research attachments (research based institution) - 1- 3 months (CREIM, FBIM, FF, FPP, FP, FSK and FUHA)  [A6] To produce high quality Postgraduate students (PPS, FBK, FBIM, FF, FIK, FPP, FRIT, FSSG and FUHA) | 1. Total value of internal research grant funding 2020: 400K  2021: 700K  2022: 1M  2. Total no. of active SIGs  2020: 5  2021: 10  2022: 15  3. No. of article publish in high impact jurnal (Q4 above)  2020: 30  2021: 40  2022: 50  4. No. of research books sold with royalties of value above 10K per year  2020: 5  2021: 5  2022: 5  5. No. of research books sold in international online platform (Amazon)  2020: 10  2021: 20  2022: 30  6. Total no. of National Research Award  2022: 1  7. Total 5-years cumulative citations from UniSZA’s publication  2020: 7000  2021: 10000  2022: 15000  8. Total no. of best thesis award at national level 2020: 1  2021: 1  2022: 2 |

12

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

| 9. No of academic staff with H-index >= 5 2020:  2021:  2022:  10. No of postgraduate students with H-index >= 3 2020: 10  2021: 20  2022: 30 |
| --- |

13

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

**Strategic Objective: [S4] Globally Recognized University Operational Objective:** [OP11] Competency-based Talent Development (CenTTM)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To develop UniSZA talent pool profiling system (PP, CenTTM, PPIR)  [A2] To enhance leaders through systematic leadership programmes (CenTTM) | 1. Development of integrated profiling system 2020: Competency Matrix  2021: Competency Framework  2022: Complete system  2. Leadership programmes  2 leadership programs per category  (Research, Academic, Institutional,  Administrative) each year. |

**Operational Objective:** [OP12] Internationally-recognized Programmes (P4P)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To establish an international branch campus and franchise programmes (IC & FPP)  [A2] To establish/increase collaborations with renowned scholars/ institutions/ industries (IC, P4P, FBK, FBIM, FIK, FKI, FPP, FSK, FSSG and CoEs) | 1. No. of branch campus  2022: 1  2. No. of new franchise programmes  2020: 1 new program  2021: 1 new program  2022: 1 new program  3. No. of international collaborative programme (academic collaboration and postgraduate seminar)  2020: 1 for each faculty  2021: 1 for each faculty  2022: 1 for each faculty  4. No.of staff for joint supervisory or appointed as external examiner with international institution 2020: 5 academic staff  2021: 7 academic staff  2022: 10 academic staff |

14

*UniSZA Strategic Plan 2020 – 2022 |* v5.2

**Operational Objective:** [OP13] Strategic Collaboration with Global Partners (CCoRM)

| **Action (what we will do)** | **KPI (how we measure success)** |
| --- | --- |
| [A1] To increase international student intake and staff recruitment (CCoRM, IC, CoMAE-I, PPS, PP)  [A2] To increase student and staff international mobility (CCoRM, IC, PP, CoMAE-I, FBIM, FIK, FSSG, FUHA and CoEs)  [A3] To increase staff attachment at various universities/ institutions/ private sectors globally (FBIM, FIK, FSK, FUHA) | 1. 10% overall student intake  2. 10% overall international academic staff  3. 20% outbound mobility (10% non-credited, 10% credited) programmes  4. 250 students inbound mobility - 2020 (10% increase per year)  5. 10% staff outbound mobility |

*End of document*

15