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.

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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

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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 |

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**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  |

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**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 |

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**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 |

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**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 |

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**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 |

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**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 |

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**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 |

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**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 |

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| 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 |
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**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  |

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**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  |

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