



Strategic Plan 2020 - 2022

Universiti Sultan Zainal Abidin,
Terengganu, Malaysia.

Vision, Mission & Core Values

Vision

To become a Contemporary Integrated Islamic University (CIU)

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.

Strategic & Operational Objectives

S1: Future Proof Graduates (Lead by TNCA)

Operational Objectives:

- OP01: Future Ready Curriculum
- OP02: Comprehensive and Sustainable Learning Ecosystem
- OP03: Flexible Education with Soul (FlexS)
- OP04: Industry-Ready Graduates
- OP05: Active and Effective Student Empowerment

Coordinator:

- COMAE-I
- COMAE-I
- FKI
- PAKAT
- MPP

S2: Community Heroes (Lead by TNCHEPA)

Operational Objectives:

- OP06: Establishment of Community Development Hub
- OP07: Sustainable community-based Research Projects

Coordinator:

- PTNCHEPA/MPP
- FSSG

S3: World Class Research (Lead by TNCPI)

Operational Objectives:

- OP08: Internationally-preferred Researchers
- OP09: Quality Industrial Collaborative Research
- OP10: High-quality Research Output

Coordinator:

- CREIM
- CLMC
- ESERI

S4: Globally Recognized University (Lead by VC)

Operational Objectives:

- OP11: Competency-based Talent Development
- OP12: Internationally-recognized Programmes
- OP13: Strategic Collaboration with Global Partners

Coordinator:

- CenTTM
- P4P
- CCoRM

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)
<p>[A1] To develop fluid and organic flexible curriculum:</p> <ul style="list-style-type: none"> • Discipline convergence • Flexible & non-conventional • Industry partnership • Global <p>(CoMAE-I, FBK, FIK, FKI, FPP, FP, FRIT, FSK, FSSG, FUHA, PPHP, PSR, PI, PKW and KKKP)</p>	<p>1. Percentage of the programmes with at least 1 sub-element from each category</p> <p>2020: 10%</p> <p>2021: 40%</p> <p>2022: 60%</p>
<p>[A2] To enhance transformative learning and teaching:</p> <ul style="list-style-type: none"> • 21st Century Pedagogies (Heutagogy, paragogy, cybergogy) <p>(CoMAE-I, FBK, FBIM, FF, FIK, FKI, FPP, FP, FRIT, FSSG, FUHA, CenTTM, Library, PPHP, PSR, PI, PKW and KKKP)</p>	<p>2. Level of students' satisfaction for teaching and learning experience</p> <p>2020: Good (Benchmark)</p> <p>2021: Better than 2020</p> <p>2022: Better than 2021</p>
<p>[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)</p>	<p>3. Implementation of a new holistic assessment</p> <p>2020: Develop and Pilot Test</p> <p>2021: Refine and managed roll out</p> <p>2022: Refine and full implementation</p>

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)	1. Percentage of courses using VLE 2020: 60% 2021: 80% 2022: 100%
[A2] To increase futuristic learning space (CoMAE-I & FRIT, Library, PPHB and PPIR)	2. Futuristic learning space 2020: 3 2021: 4 2022: 5
[A3] To develop immersive experiential learning centres (CoMAE-I & FUHA, Library, PPHB and PPIR)	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 <i>Naseem</i> values across the curriculum (CoMAE-I, PTNCAA, PPHP, PSR, PI, PKW and KKKP)	1. Percentage of FlexS in academic programmes 2020: 30% 2021: 60% 2022: 100%
[A2] To develop FlexS complementary programmes (CoMAE-I & Faculties, PPHP, PSR, PI, PKW and KKKP)	2. Complementary programmes/year 2020: 4 2021: 4 2022: 4
[A3] To implement Murabbi Modules for staff and students (CentTM, PP, PI, KKKP and PTNCAA)	3. Murabbi Modules 2020: Module Development 2021: Executing Module Pilot Test (Student, Academic and Non-Academic Staff) 2022: Overall Execution

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

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

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

Action (what we will do)	KPI (how we measure success)
<p>[A1] To establish Student Union in UniSZA by 2020 (PTNCHEPA)</p> <p>[A2] To establish Student Union audit and monitoring system by 2021 (PTNCHEPA, UAD)</p> <p>[A3] Development of Indeks Kemanfaatan Pelajar (Student Beneficial Index) (PTNCHEPA, MPP/Student Union)</p>	<ol style="list-style-type: none"> 1. Recipients for MoE Student Awards (PTNCHEPA) <ul style="list-style-type: none"> 2020 - Top 5 2021 - Top 5 2022 - Overall Winner 2. Percentage of program managed by Student Union <ul style="list-style-type: none"> 2020 - 50% 2021 - 70% 2022 - 90% 3. Level of students' satisfaction with the Student Union <ul style="list-style-type: none"> 2020: Good (Benchmark) 2021: Better than 2020 2022: Better than 2021

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

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)	1. No. of Successful Translational Research Project (sustained and commercialized) 2020: 3
[A2] To increase TUG/industrial/ 'public private research network' grants (CREIM, FBIM & CoEs)	2021: 6 2022: 10
[A3] To increase national KTP grants (PAKAT)	2. No. of successful community engagement project 2020: 10
[A4] To provide internal KTP grants (PAKAT)	2021: 15 2022: 20
[A5] To empower community social enterprise (PAKAT)	3. No. of KTP grant awarded by MoE 2020: 1
[A6] To ensure all community clusters gain benefits (PAKAT): <ul style="list-style-type: none"> ● Agricultural Community ● Youths ● Senior Citizens ● Drug Addictions ● The Aborigines ● Child Education ● OKU 	2021: 1 2022: 1 4. Total value of internal KTP Grant awarded by UniSZA 2020: - 2021: 100K 2022: 150K

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)	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
[A2] To administer international collaborative grants (CREIM)	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
[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)	3. No. of Co-author publications with international universities/ bodies 2020: 120 2021: 150 2022: 180
[A4] To present papers in international indexed conferences (CREIM, FBK, FF, FIK, FPP, FP, FRIT, FSSG and CoEs)	4. No. of presented papers in international indexed conferences 2020: 60 2021: 70 2022: 80
[A5] To register in Researchgate, ORCID and Publons (CREIM, FBK, FBIM, FF, FIK, FKI, FPP, FP, FRIT, FSK, FSSG, FUHA and CoEs)	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

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

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)	1. Total value of internal research grant funding 2020: 400K 2021: 700K 2022: 1M
[A2] To empower SIGs (mentoring, outputs, projects) (CREIM, FBK, FIK, FKI, FPP, FSSG, FUHA and CoEs)	2. Total no. of active SIGs 2020: 5 2021: 10 2022: 15
[A3] To produce high impact publications (CREIM, FBK, FBIM, FF, FIK, FPP, FP, FRIT, FSSG and CoE)	3. No. of article publish in high impact journal (Q4 above) 2020: 30 2021: 40 2022: 50
[A4] To develop comprehensive integrated research management system (CREIM & PPIR)	4. No. of research books sold with royalties of value above 10K per year 2020: 5 2021: 5 2022: 5
[A5] To endorse academic staff for research attachments (research based institution) - 1-3 months (CREIM, FBIM, FF, FPP, FP, FSK and FUHA)	5. No. of research books sold in international online platform (Amazon) 2020: 10 2021: 20 2022: 30
[A6] To produce high quality Postgraduate students (PPS, FBK, FBIM, FF, FIK, FPP, FRIT, FSSG and FUHA)	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

9. No of academic staff with H-index \geq 5

2020:

2021:

2022:

10. No of postgraduate students with H-index \geq 3

2020: 10

2021: 20

2022: 30

Strategic Objective: [S4] Globally Recognized University

Operational Objective: [OP11] Competency-based Talent Development (CenTTM)

Action (what we will do)	KPI (how we measure success)
<p>[A1] To develop UniSZA talent pool profiling system (PP, CenTTM, PPIR)</p> <p>[A2] To enhance leaders through systematic leadership programmes (CenTTM)</p>	<ol style="list-style-type: none"> Development of integrated profiling system 2020: Competency Matrix 2021: Competency Framework 2022: Complete system 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)
<p>[A1] To establish an international branch campus and franchise programmes (IC & FPP)</p> <p>[A2] To establish/increase collaborations with renowned scholars/ institutions/ industries (IC, P4P, FBK, FBIM, FIK, FKI, FPP, FSK, FSSG and CoEs)</p>	<ol style="list-style-type: none"> No. of branch campus 2022: 1 No. of new franchise programmes 2020: 1 new program 2021: 1 new program 2022: 1 new program 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 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

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)	1. 10% overall student intake
[A2] To increase student and staff international mobility (CCoRM, IC, PP, CoMAE-I, FBIM, FIK, FSSG, FUHA and CoEs)	2. 10% overall international academic staff
[A3] To increase staff attachment at various universities/ institutions/ private sectors globally (FBIM, FIK, FSK, FUHA)	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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