

TAKLIMAT IMPLIMENTASI PELAN TINDAKAN BERASASKAN PELAN STRATEGIK USM 2019-2021 KEPADA KETUA-KETUA JABATAN

Oleh

Profesor Dr. Aldrin Abdullah

Timbalan Naib Cancellor Hal Ehwal Pembangunan Pelajar & Alumni
merangkap Pengarah Pusat Perancangan Institusi & Strategik (IPSC)

Tarikh
13 Mac 2019 (Rabu)

Masa
2:30 ptg – 5:00 ptg

Tempat
**Auditorium Dewan Budaya
Kampus Induk, Pulau Pinang**

**Sebagai alternatif, telesidang akan disediakan di Kampus Kesihatan bertempat di Dewan Persidangan Kampus, USM Kubang Kerian pada tarikh dan masa yang sama*



(Strategic Plan 2019-2021) **Implementing the Action Plan**

Contents:

Where are we now?

What do we want to be as a university?

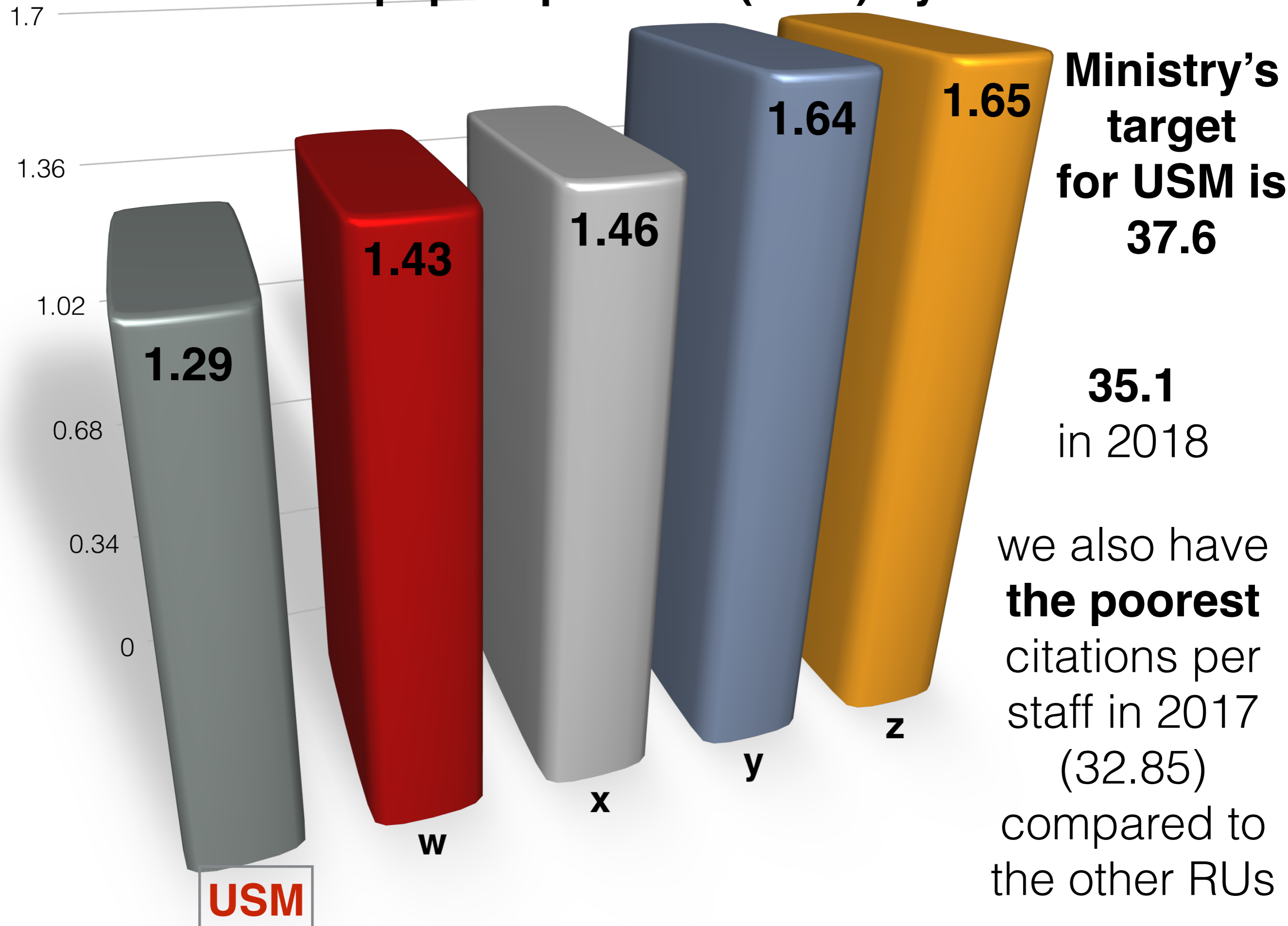
How do we get there?
Implementing the Action Plan

Where are we
now?



SOME HARD FACTS ABOUT US

Number of papers per staff (2017) by RU



Publications per staff (2018)

1822 staff

0 175 350 525 700

0 publication (36%)

663

1 publication (19%)

345

2 publications (11%)

199

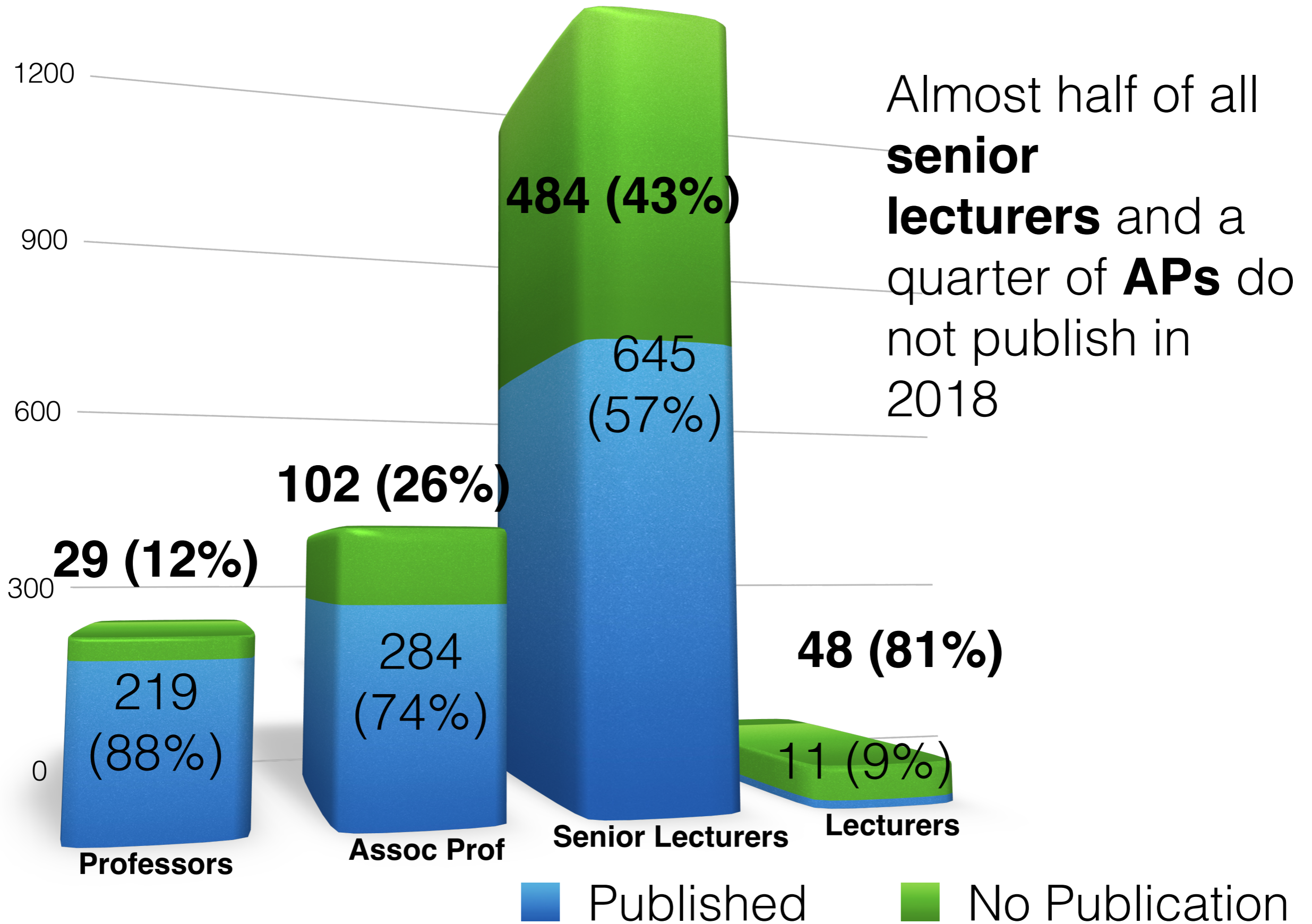
3 and more (34%)

615

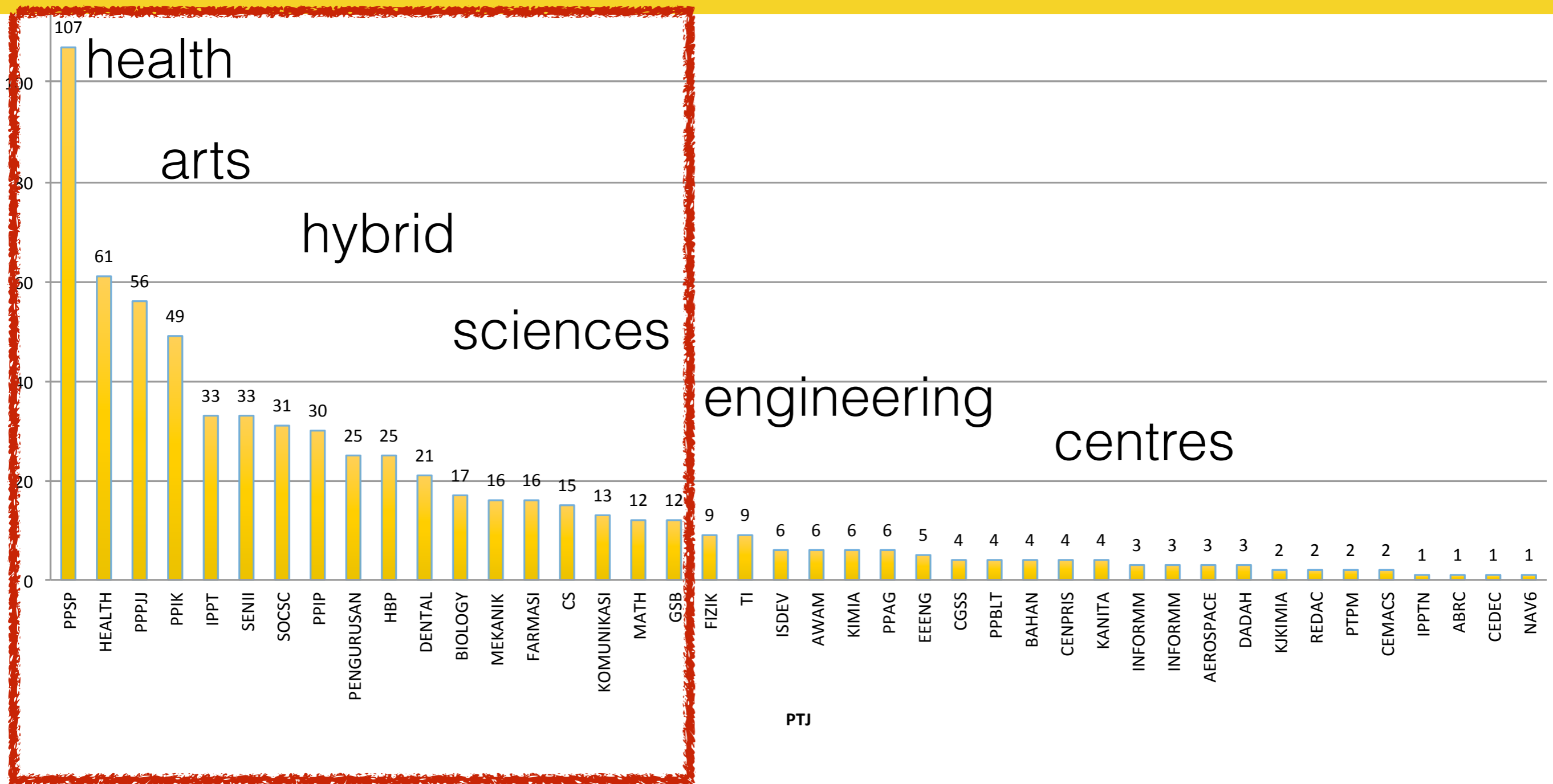
66% (1207) do not meet MYRA KPI (3 per staff)

16% (292) staff with zero publication for the past 3 years (what are we gona do about this?)

Publications by Designation

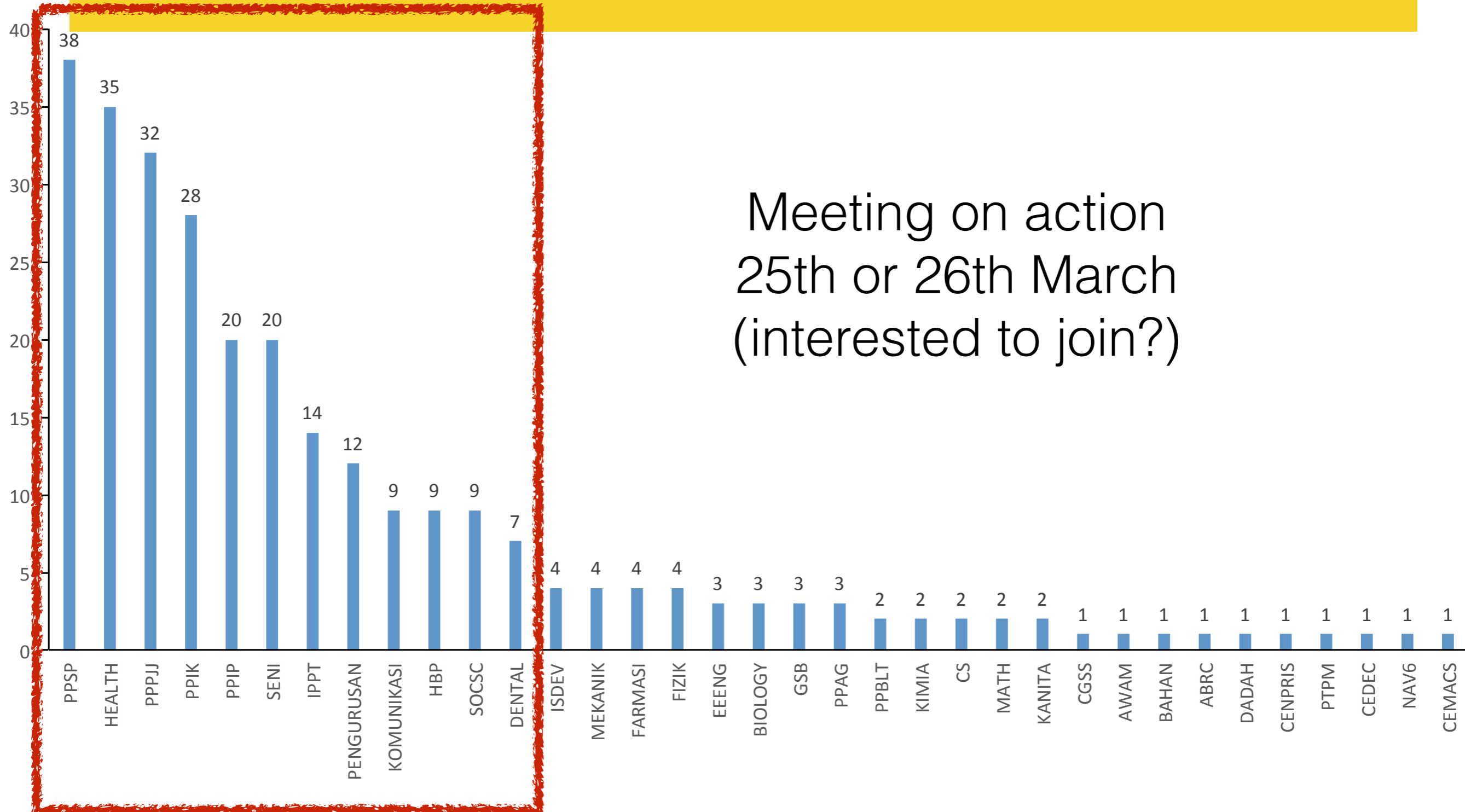


Number of staff with no SCOPUS publication by PTJ (2018)



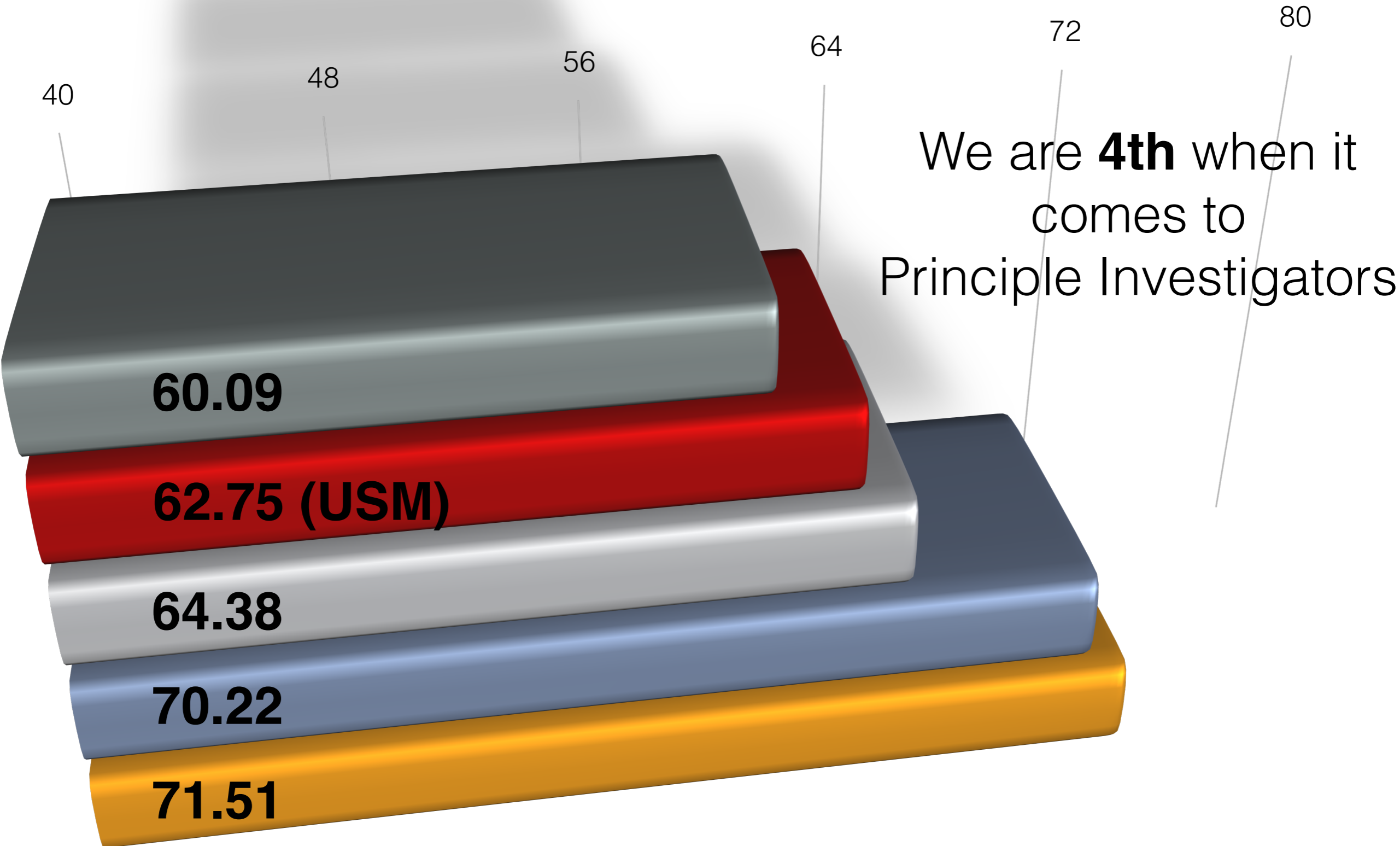
Should also look at the denominator to see % per PTJ

Number of staff with no SCOPUS publication by PTJ for 3 straight years (2016-2018)

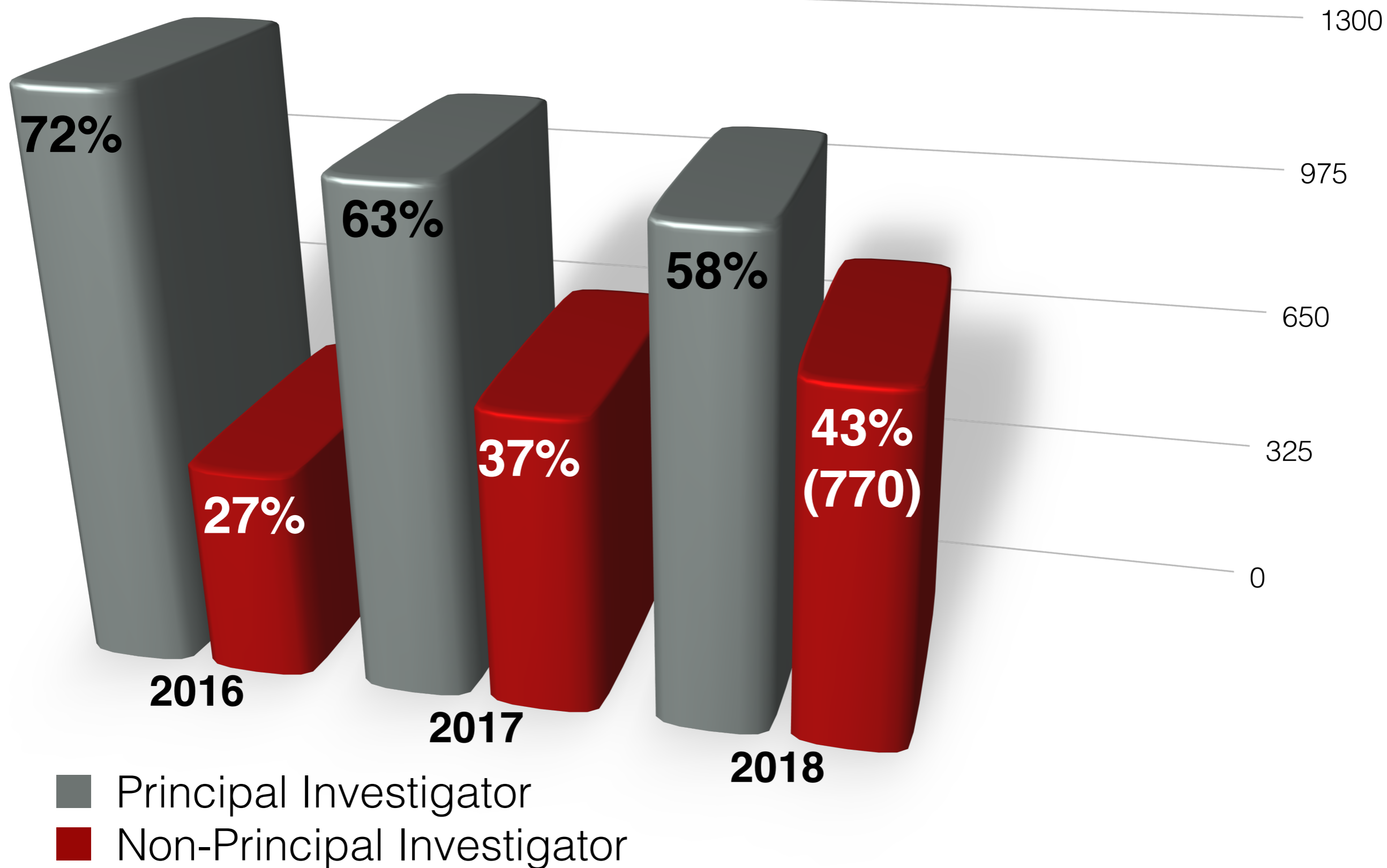


Meeting on action
25th or 26th March
(interested to join?)

Percentage of PI (2017) among RUs



USM Research Performance (Principal Investigator) 2016-2018



1 UIAM (6735)

5 UPM (4793)

6 UTM (3026)

7 UM

Ministry KPI for USM is 4500

UKM 12

USM (2024) 13

quantity vs quality

internationalization

EMGS - undergrad enrolment



Is this a wake up call?



so where do we
want to be as a
university?

Our True North

Frederick Bertz

The Preferred University by Design
#USM style

University of CHOICE

Expectations differ between different stakeholders



USM AS A PREFERRED UNIVERSITY: 18 ISSUES

1

Enhance Internationalisation

2

Ministry KPI 'Top 100 in QS Ranking'

3

Quality of Graduates Meeting Stakeholders Needs (Quadruple Helix)

4

Be the University of Choice for Academic Collaboration

5

Reduce Non-competitive Academic Programs, Quality Education

6

Enhance Accessibility of Education to Students

7

Translational Research that is Current & Substantial

8

Low R & D Output

9

Be the University of Choice for Research Collaboration

10

Be the University of Choice by Industry

11

Enhance APEX Agenda: Community Engagement

12

Ensure Sustainable Financial Strength

13

Improve Competency of Talents

14

Unlock Governance

15

Enhance Marketing

16

Learning Space, Living & Working Ecosystem, Healthy Lifestyle (Happiness Index)

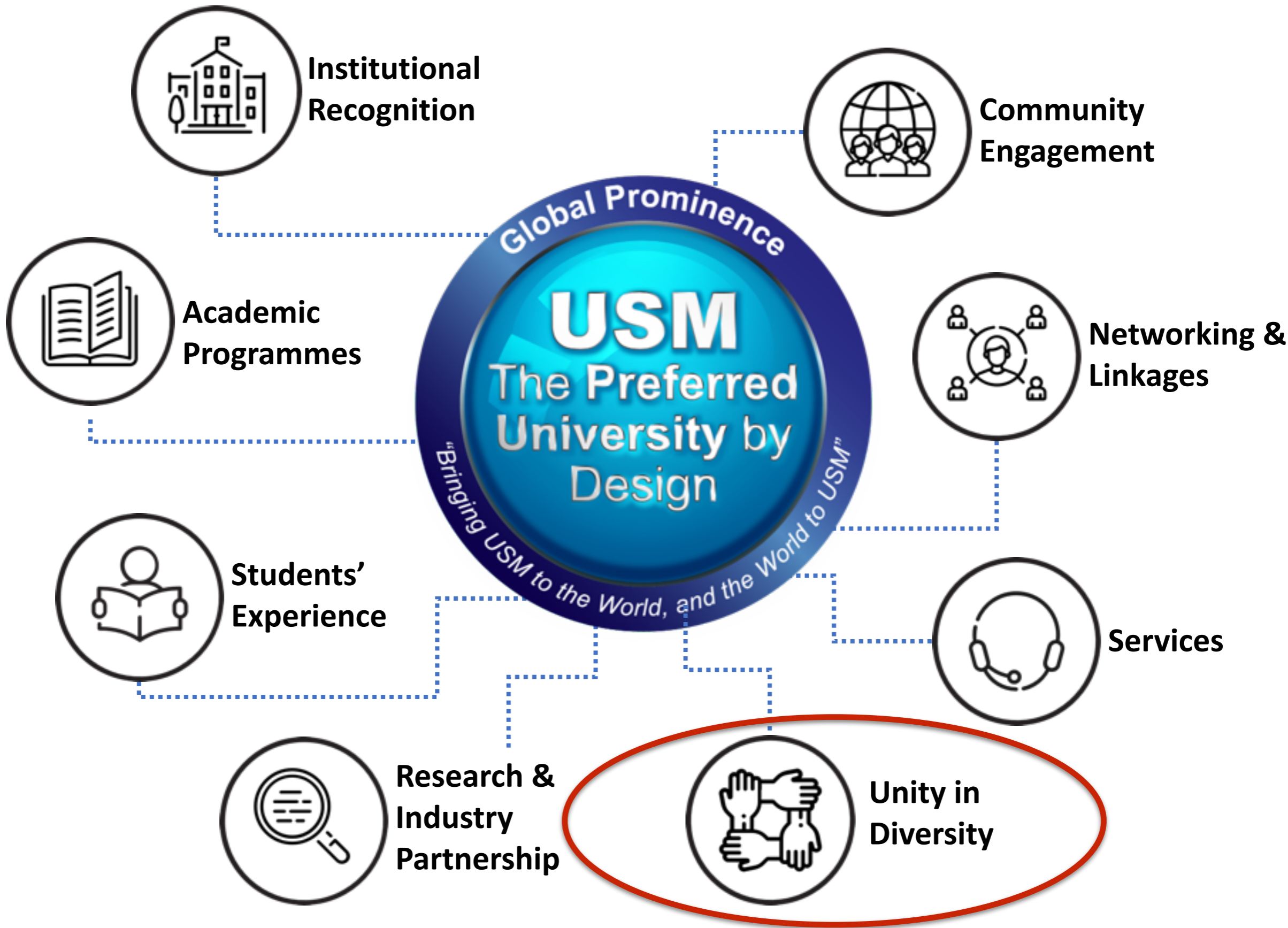
17

Ensure Unity in Diversity

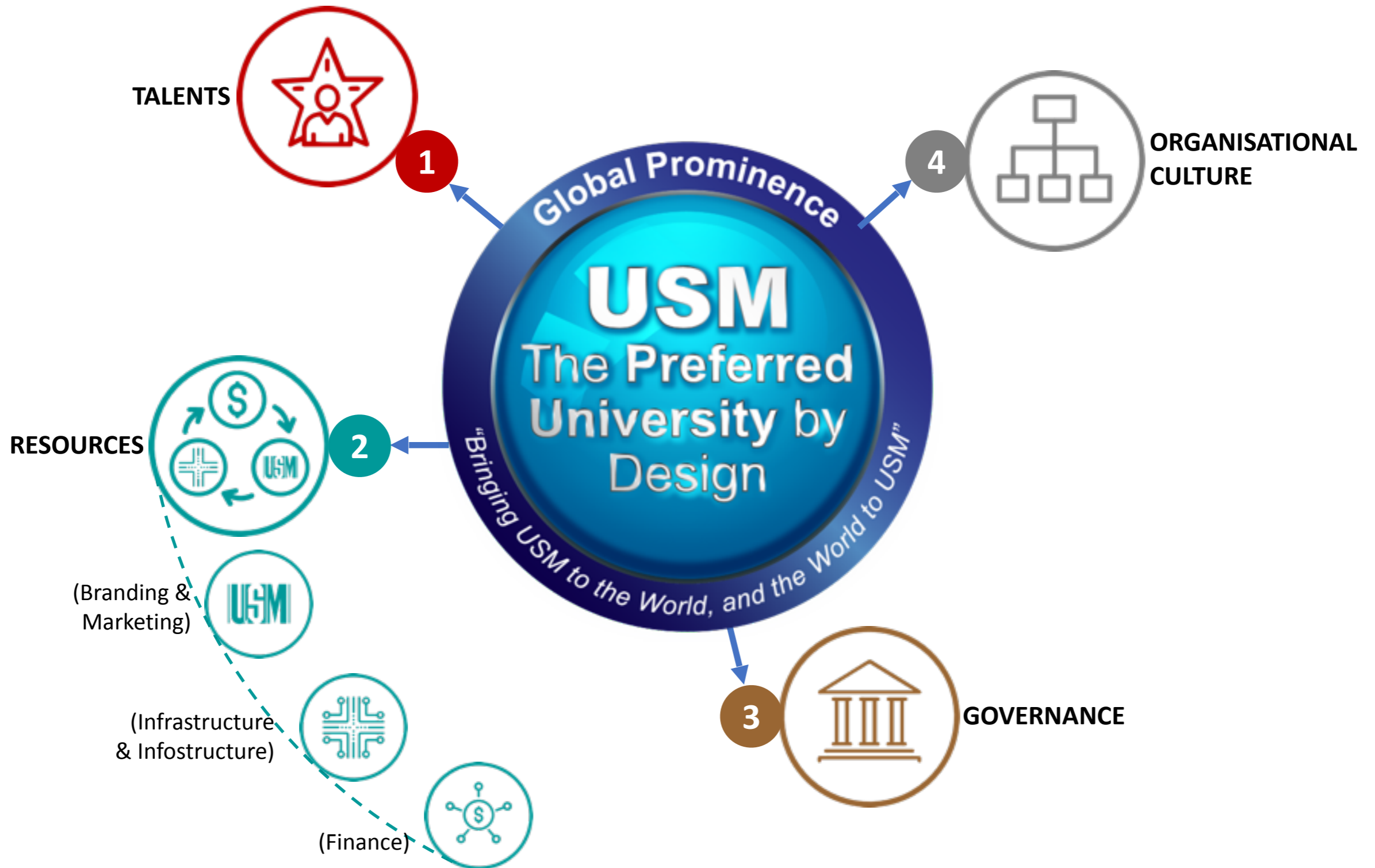
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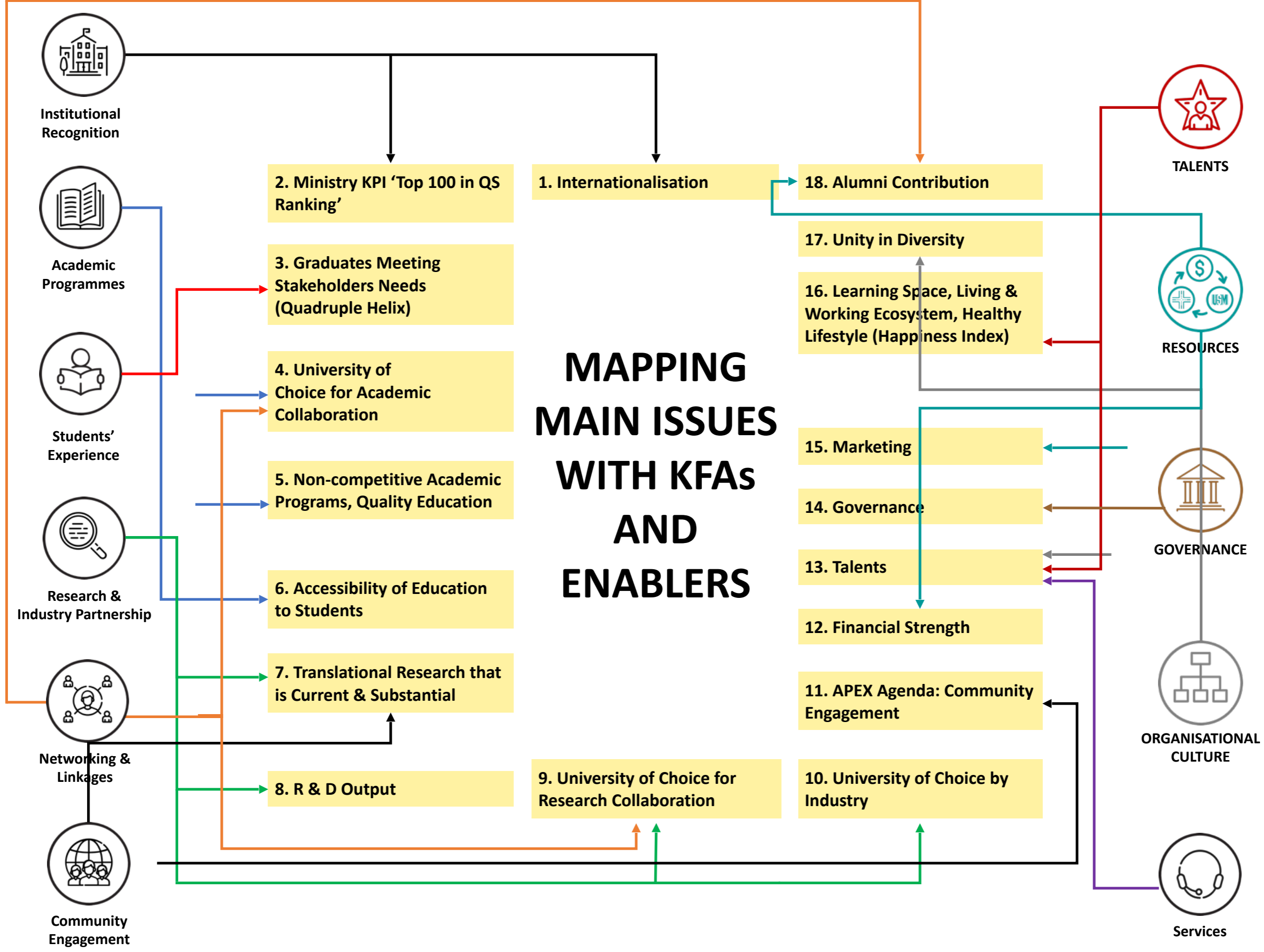
Enhance Alumni Contribution

8 KEY FOCUS AREAS



ENABLERS





MAPPING MAIN ISSUES WITH KFAs AND ENABLERS



Institutional Recognition



Academic Programmes



Students' Experience



Research & Industry Partnership



Networking & Linkages



Community Engagement

2. Ministry KPI 'Top 100 in QS Ranking'

3. Graduates Meeting Stakeholders Needs (Quadruple Helix)

4. University of Choice for Academic Collaboration

5. Non-competitive Academic Programs, Quality Education

6. Accessibility of Education to Students

7. Translational Research that is Current & Substantial

8. R & D Output

1. Internationalisation

9. University of Choice for Research Collaboration

18. Alumni Contribution

17. Unity in Diversity

16. Learning Space, Living & Working Ecosystem, Healthy Lifestyle (Happiness Index)

15. Marketing

14. Governance

13. Talents

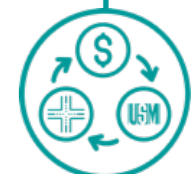
12. Financial Strength

11. APEX Agenda: Community Engagement

10. University of Choice by Industry



TALENTS



RESOURCES



GOVERNANCE

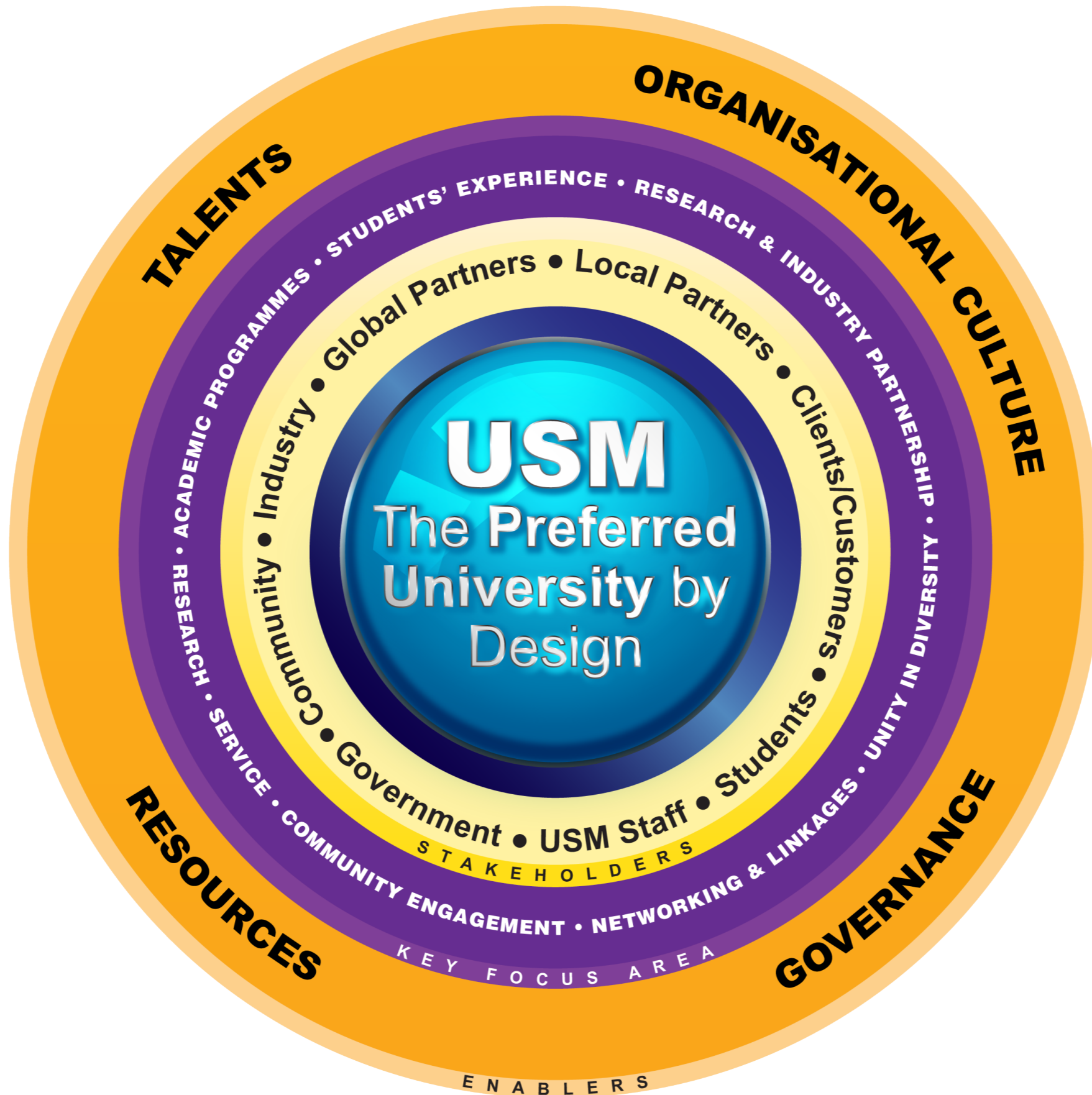


ORGANISATIONAL CULTURE



Services

USM Strategic Plan Framework 2019-2021



A 3D-rendered scene featuring a large number of white, egg-shaped objects arranged in a dense, overlapping pattern. In the center of the composition, a single egg is distinguished by its bright, metallic gold color. The lighting is soft and even, highlighting the smooth, rounded surfaces of the eggs. The overall effect is one of a sea of sameness with a single, strikingly different element.

USM

**strategic
differentiator**

How do we get
there?

USM APEX LAB 2020 (115) (Langkawi) 2015

Blueprint Alignment Lab (Gurney) (157) 2018

1st Presentation to LGU (KL) 10.12.18

Mini lab (Anjung Janatun) (10.2.2019) (38)

Consolidation with top management
(JKPU 13 Feb 2019)

2nd Presentation to LGU
27 Feb 2019

**Final Session with HODs
(13th March) - Action Plan
Implementation**

“Bringing USM to the World, and the World to USM”

Achieving Global Prominence (respected, referred, relevant)

Key Focus Areas

Strategic Initiatives

- Global mindset
- Global competitiveness
- Global recognition



Institutional Recognition

- Competitive in global benchmarking
- Top 100 in QS Rankings



Academic Programs

- Globally preferred academic programmes
- Experiential learning as our strategic differentiation
- Unique learning experience through Frivo-education



Students' Experience

- Fostering global mindset through “Internationalisation@home” and “One Student One Passport”
- Fostering HEBAT Agenda to ensure 21st Century skills and values infused students
- USM students proud to be in USM through “I am USM” initiatives



Research & Industry Partnership

- Producing High Tech and High Touch research to enhance societal well being
- Energizing the industry via intensifying smart partnership collaboration from day 1.

“USM Drives Industries Thrive”



“Bringing USM to the World, and the World to USM”

Key Focus Areas

Achieving Global Prominence

- Global mindset
- Global competitiveness
- Global recognition



Community Engagement

- Intensify high impact community engagement projects through translational research that is current and relevant to the community



Networking & Linkages

- Advancement in strategic linkages to complement USM’s focused value proposition globally
- Engaging our alumni through personal engagements to return and contribute



Services

- Enhancing quality service delivery and integrity



Unity in Diversity

- Development of “Insan Sejahtera”
- Inter cultural competency



Enabler

1. TALENTS

“We are USM”

Driving Talent Excellence

- Quality
- Values
- Ethics
- Integrity
- Wellness



- Ensuring quality service and values infused in our staff through USM Competency Framework
- Providing an ecosystem that promotes physical and mental wellness (Happiness Index)
- Aligning appraisal and promotion with USM strategic direction



Enabler

2. RESOURCES (Branding & Marketing)



Elevating Branding & Marketing

- Brand name
- Marketing
- Reputation
- Visibility



Institution

➤ Positioning APEX as USM brand name



Academic Programs



Research



Services



Students' Experience



Alumni

➤ Marketing USM core areas through USM Marketing Unit



Internal Benchmarking

➤ Measuring global competitiveness through Global Magnetic Index.



Enabler

2. RESOURCES (Infrastructure & Infostructure)

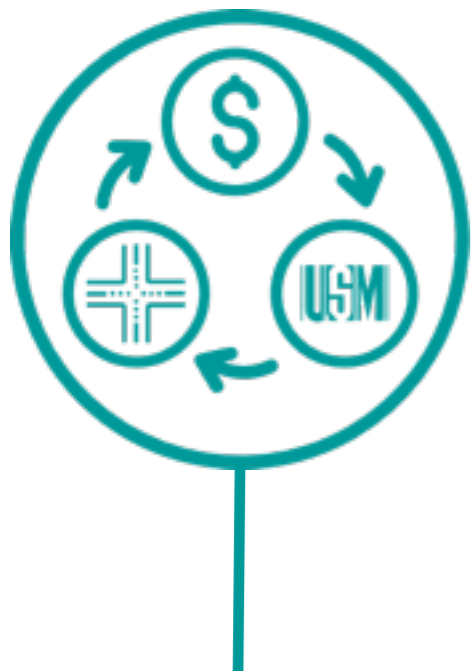
Providing the Infrastructure & Infostructure

- Quality
- Comfort
- Conducive



➤ Conducive learning & living experience

➤ USM Global village



Enabler

2. RESOURCES (Finance)

“Supporting Excellence Through Financial Sustainability”

Ensuring Financial Sustainability

- Business
- Sustainability



Institution

- Optimization, saving and income as the catalyst for financial sustainability
- Commercializing academic programs and ideas
- Asset monetization for income generation



Enabler

3. GOVERNANCE

“We Unlock”

Transforming Governance

- Resilient & Ready
- Effectiveness
- Accountable & Agile
- Autonomy with Accountability
- Harmonious



Institution

- Unlocking unnecessary policies and bureaucracies
- Autonomy with accountability
- A special and official announcement from the ministry of education with regards to the granting of autonomy to public universities



R. E. A. C. H.

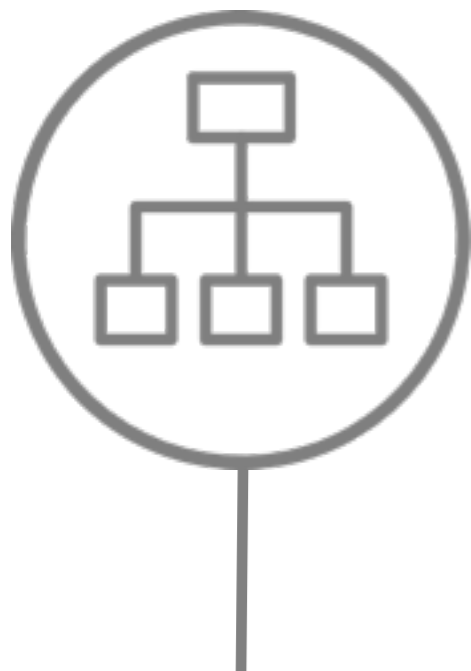
Resilient & Ready | Efficient | Accountable & Agile | Conscientious | Harmonious

Enabler

4. ORGANISATIONAL CULTURE

Getting the right mindset

- Ethics
 - Integrity
 - USM Style
 - Entrepreneurial Orientation
- Inculcating global mindset (intercultural competency).
“Unity In Diversity”
 - Financial sustainability mindset
 - “Customer first” mentality
 - Promoting physical and mental wellness (Happiness Index)
 - Doing it #USMstyle “We are USM”



Time for some
action



KPI for PTJs (Tanggungjawab Bersama)

18 **one** **initiatives**

18one initiatives

ITEMS TO BE ADDRESSED	ASSIGNED PROJECTS
1. <i>Internationalisation</i>	<i>1 new international student per staff</i>
2. <i>Ministry KPI 'Top 100 in QS rankings'</i>	<i>1 additional publication per staff</i>
3. <i>Graduates meeting needs of stakeholders</i>	<i>1 new initiative per PTJ/central</i>
4. <i>University of choice for academic collaboration</i>	<i>1 new academic collaboration per PTJ</i>
5. <i>Addressing non competitive academic programs</i>	<i>1 new initiative per PTJ</i>
6. <i>Accessibility to higher education</i>	<i>1 MOOCs initiative per PTJ 1 Microcredential initiative per PTJ 1 Frivoducation initiative per PTJ</i>

ITEMS TO BE ADDRESSED	ASSIGNED PROJECTS
7. <i>Translational research that is current and substantial</i>	<i>1 new research of impact per PTJ</i>
8. <i>R&D output</i>	<i>1 new product per PTJ</i>
9. <i>University of choice for research collaboration</i>	<i>1 new initiative per PTJ</i>
10. <i>University of choice by industry</i>	<i>1 strong industry partner per PTJ</i>
11. <i>APEX Agenda: Community Engagement</i>	<i>1 new project per PTJ</i>
12. <i>Potential new income generation projects</i>	<i>1 new initiative per PTJ</i>

ITEMS TO BE ADDRESSED**ASSIGNED PROJECTS**

13. *Talents*

1 new talent enhancement initiative per PTJ

14. *Empowerment & Autonomy*

1 new initiative per PTJ/central

15. *Marketing*

1 new initiative per PTJ/central

16. *Happiness Index*

*1 new learning space
1 new space per desa
1 working space per PTJ
1 Healthy lifestyle project per PTJ*

17. *Unity in Diversity*

*1 new initiative per PTJ/central
1 Global Corner per PTJ*

18. *Alumni Contribution*

*1 Alumni engagement per PTJ
1 Pingat Emas per PTJ*

Now the details



26 Schools

18 INISIATIF

26 PUSAT PENGAJIAN	1. Internationalization	2. Ministry KPI Top 100 in QS rankings	3. Graduates meeting needs of stakeholders	4. University of choice for academic collaboration	5. Addressing non competitive academic programs	6. Accessibility to higher education	7. Translational research that is current and substantial	8. R&D output	9. University of choice for research collaboration	10. University of choice by industry	11. APEX Agenda Community Engagement	12. Potential new income generation projects	13. Talents	14. Empowerment & Autonomy	15. Marketing	16. Happiness Index	17. Unity in Diversity	18. Alumni Contribution	JUMLAH
PUSAT PENGAJIAN																			18

17 COEs

		18 INISIATIVES																
17 PUSAT KECEMERLANGAN (COE)	1. Internationalization	2. Ministry KPI Top 100 in QS rankings	3. Graduates meeting needs of stakeholders	4. University of choice for academic collaboration	5. Addressing non competitive academic programs	6. Accessibility to higher education	7. Translational research that is current and substantial	8. R&D output	9. University of choice for research collaboration	10. University of choice by industry	11. APEX Agenda Community Engagement	12. Potential new income generation projects	13. Talents	14. Empowerment & Autonomy	15. Marketing	16. Happiness Index	17. Unity in Diversity	18. Alumni Contribution
	PUSAT KECEMERLANGAN (COE)																	JUMLAH
																		18

Big Picture

RUMUSAN BILANGAN PROJEK SETIAP INISIATIF

KATEGORI	1. Internationalization	2. Ministry KPI Top 100 in QS rankings	3. Graduates meeting needs of stakeholders	4. University of choice for academic collaboration	5. Addressing non competitive academic programs	6. Accessibility to higher education	7. Translational research that is current and substantial	8. R&D output	9. University of choice for research collaboration	10. University of choice by industry	11. APEX Agenda Community Engagement	12. Potential new income generation projects	13. Talents	14. Empowerment & Autonomy	15. Marketing	16. Happiness Index	17. Unity in Diversity	18. Alumni Contribution	JUMLAH	
PUSAT PENGAJIAN	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	468
PUSAT KECEMERLANGAN	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	306
PUSAT STRATEGIK	9	-	3	1	1	1	6	5	7	6	5	11	12	14	9	14	14	4	4	122
PUSAT PERKHIDMATAN	3	-	1	4	-	-	-	2	5	4	22	27	30	30	23	30	29	1	1	211
DESASISWA	-	-	-	-	-	-	-	-	-	-	9	8	9	9	9	8	9	9	9	70
JUMLAH	55	43	47	48	44	44	49	50	55	53	74	89	94	96	84	95	95	57	57	1172

We will pass the “mapping” to you and you can negotiate if you strongly feel some are not relevant to you. You can also add. Once we agree (lock by 20th March), it will be your KPI

**Challenging but
very important**



1 new international student per staff

1 new publication per staff

1 new product per PTJ (R&D Output)

If all of these initiatives are
cascaded down to PTJ
level.....
what about the top
management?

18 ONE INITIATIVES

Seeing the Bigger Picture



**18 ONE INITIATIVES
support system to
be in place**

Global Village

International Students

I am USM

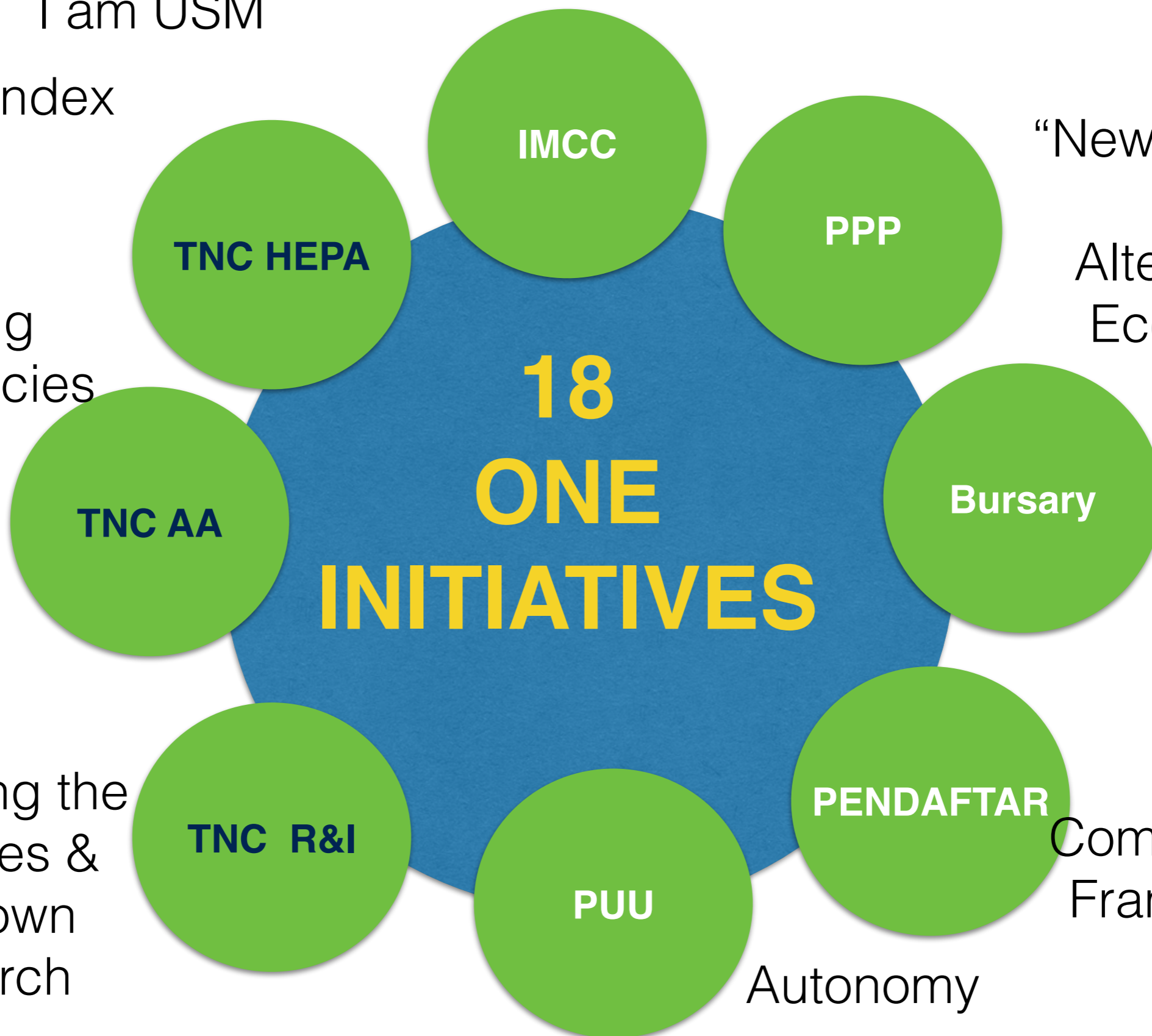
HEBAT Index

“New Income”
&
Alternative
Economy

Unlocking
Senate policies

Quality
Education

Energizing the
Industries &
Top Down
Research



IMCC

PPP

Bursary

PENDAFTAR

PUU

TNC R&I

TNC AA

TNC HEPA

18
ONE
INITIATIVES

Autonomy

Competency
Framework



zooming in on the details

Key Focus Area 1: Institutional Recognition

Key Question How can we ensure that we are respected, referred and relevant?

Key Change Strengthen our core areas (academic, research, services)

Objectives To achieve global prominence

Strategies

To position USM respectably in global standing

Strategic Initiatives

To be competitive in global benchmarking

Activities

Top 100 in QS Rankings

To address fundamental core areas

1. Research and publication workshop
2. Review the quality of academic programs and delivery
3. Improve International faculty and student intake
4. Publications & Research Task Force

Key Focus Area 2: Academic Programs

Key Question

How can we ensure we have globally preferred academic programs?
How to train students to get jobs or be job creators with values

Key Change

Ensure innovative quality academic programs for global audience.

Strategies

To position USM's academic program for the global market

Strategic Initiatives

Globally preferred academic programs that are relevant, competitive and unique

Activities

To unlock restrictive senate policies

To facilitate schools in embracing OBE

To encourage extensive industry input in academic programs

To execute academic programs

competitive analysis :

Eliminate/improve non-competitive programmes

Elevate in-demand programs

To introduce international dual/ double degrees/ off shores by collaborating with international academic institutions

Global contents & International accreditation

To broaden academic programme delivery - To run academic programmes through MOOCS and Microcredential

Experiential learning

Embedded creativity & innovation in curriculum

Key Focus Area 3: Students' Experience

Key Question

How can we ensure a memorable students' experience in USM with a global outlook

Key Change

Fostering values-infused and global mindset in USM students

Strategies

To provide quality learning experience that meets global expectations

Strategic Initiatives

- Fostering global mindset
- Ensure 21st Century skills and values infused students
- USM students proud to be in USM through "I am USM" initiatives

Activities

"One Student One Passport" Initiatives : e.g. Summer School, Exchange Programmes, Site Visits, Industrial Attachment, etc

"Internationalisation at Home Program"

To develop HEBAT INDEX and incorporate HEBAT attributes in academic programmes and HEPA based activities

"I am USM" initiative

To focus on entrepreneurship and creating job creators amongst students by focusing on creativity and innovation mindset

Key Focus Area 4: Research & Industry Partnership

Key Question

How to increase industry collaboration to intensify uptake of USM R&D products and services to accelerate innovation

Key Change

Impact research and energizing the industry

Strategies

To produce quality research that would benefit the global community

Strategic Initiatives

- Producing High Tech and High Touch research to enhance societal well being
- Energising the industry via intensifying smart partnership collaboration from day 1.

Activities

Preparation of Research Blueprint (10 years)

Restructuring research cluster and mapping with demand driven areas and challenges to create Clusters/ Nexus

Positioning the HiCoEs towards global level

To allocate matching funds with industries

New Technology consortium with industry partners (covering more research areas: E.g. Halal, Medical, ICT, Automotino)

To encourage more academic staffs to conduct research attachments at industry (minimum 3 months)

Key Focus Area 5: Community Engagement

Key Question

How to create impact to community and inculcate values-infused/ internalised future generation that will contribute to the betterment of society and the world

Key Change

Engaging with community from Day 1

Strategies

To conduct action oriented community engagements that are current and substantial

Strategic Initiatives

➤ To intensify high impact community engagement projects through translational research that is current and relevant to the community

Activities

Communisation of Knowledge Through Research Innovation for Community Development

Develop community engagement toolkit to focuses on quality and effectiveness, process planning and designing engagement tailored to the particular issue, level of participation to be achieved, timeframe and range of stakeholders affected

Provide Competency and Enhancement Programme for academic staff to Leading an impactful & sustainable community engagement

University Community Engagement Conference (UCEC2019)

Key Focus Area 6: Networking & Linkages

Key Question

How can we ensure that we are respected, referred and relevant by our partners?

Key Change

Leveraging on strategic collaboration with our partners & alumni

Strategies

To intensify networking and linkages with local and global partners and our alumni

Strategic Initiatives

- Advancement in strategic linkages to complement USM's focused value proposition globally
- Engaging our alumni through personal engagements to return and contribute

Activities

To encourage the young staffs to co-apply for international research grants and co-publish with their Alma Mater

To identify suitable collaborators and encourage application of international research attachment fellowships

ACE's Spotlight and Junior Spotlight that showcases alumni's success stories.

ACE's Strategic Media Communication
*Virtual (especially) and mainstream publications to promote USM

Alumni Endowment Program (Pingat Emas)

Prominent Alumni Talk Program

Key Focus Area 7: Services

Key Question

How can we enhance quality service delivery with integrity?

Key Change

Mindset change

Strategies

To provide quality service with customer first mentality

Strategic Initiatives

➤ Enhancing quality service delivery and integrity through competency framework

Activities

Competency training for all service delivery provider (staff)

Establish Shared Service Centre (SSC) know as Seamless Service Provider for Efficient and Effective Delivery (SPEED) which covers the scope of; a. student services (pilot), b. staff services , c. academic services, d. financial services, e. research & innovation services, f. community engagement services

How to move forward

You may want to discuss with majlis/members to customise your action plan to execute the ONE Initiatives.

You may want to contact IPSC to provide customised “intelligence” for your PTJ so that decision making is data driven.

IPSC will also invite individuals/PTJs to address initiatives (e.g. internationalisation)

IPSC is working with PTI to provide “strategic planning leadership skills” training for HODs through USM Competency Framework



CORE COMPETENCY LEADING CHANGE HOD GROUP

organised by Pusat Transformasi Insan



Program Modules

1. USM STRATEGIC PLANNING

1. Learning Outcome: Able to set new targets / vision of change

2. Knowledge:

- Latest strategic plan for USM and where we are
- Know what the next milestone (future)
- Knowing the past - Taking cognizance the recent past
- Fully aware of the current capacity of PTJs to translate USM Strategic Plan

3. Skills

- Analytical Thinking
- Critical Thinking
- Strategic Thinking
- Creative Thinking

4. Abilities

- Accessing Relevant Strategic Information
- Envisioning
- Simplifying complex processes

2. WE LEAD

Learning Outcome:

- Able to create a sense of urgency for change
- Able to clarify the change process
- Able to groom change agents
- Able to promote teamwork and be a role model for change (change advocate),
- Able to motivate others to perform and appraise appropriately

Knowledge / Skills / Abilities

- Change Process
- Compelling justification for reasons for change;
- Change process
- Identifying key change agents
- Inspiring commitment for the mechanism and process of change;
- Implications for change

Teamwork

- Defining Team;
- Purpose of Team;
- Forming high performing teams - selection criteria;
- Managing Conflict

Leading the Change

- Understand the various leadership styles & models;
- Know how to be an inspirational leader;
- Able to use various motivation modes;
- Perform a fair performance appraisal;
- Leading the USM way;
- Ethical execution of leader power.

1 monitor

Dash board

Half yearly



2 incentivise

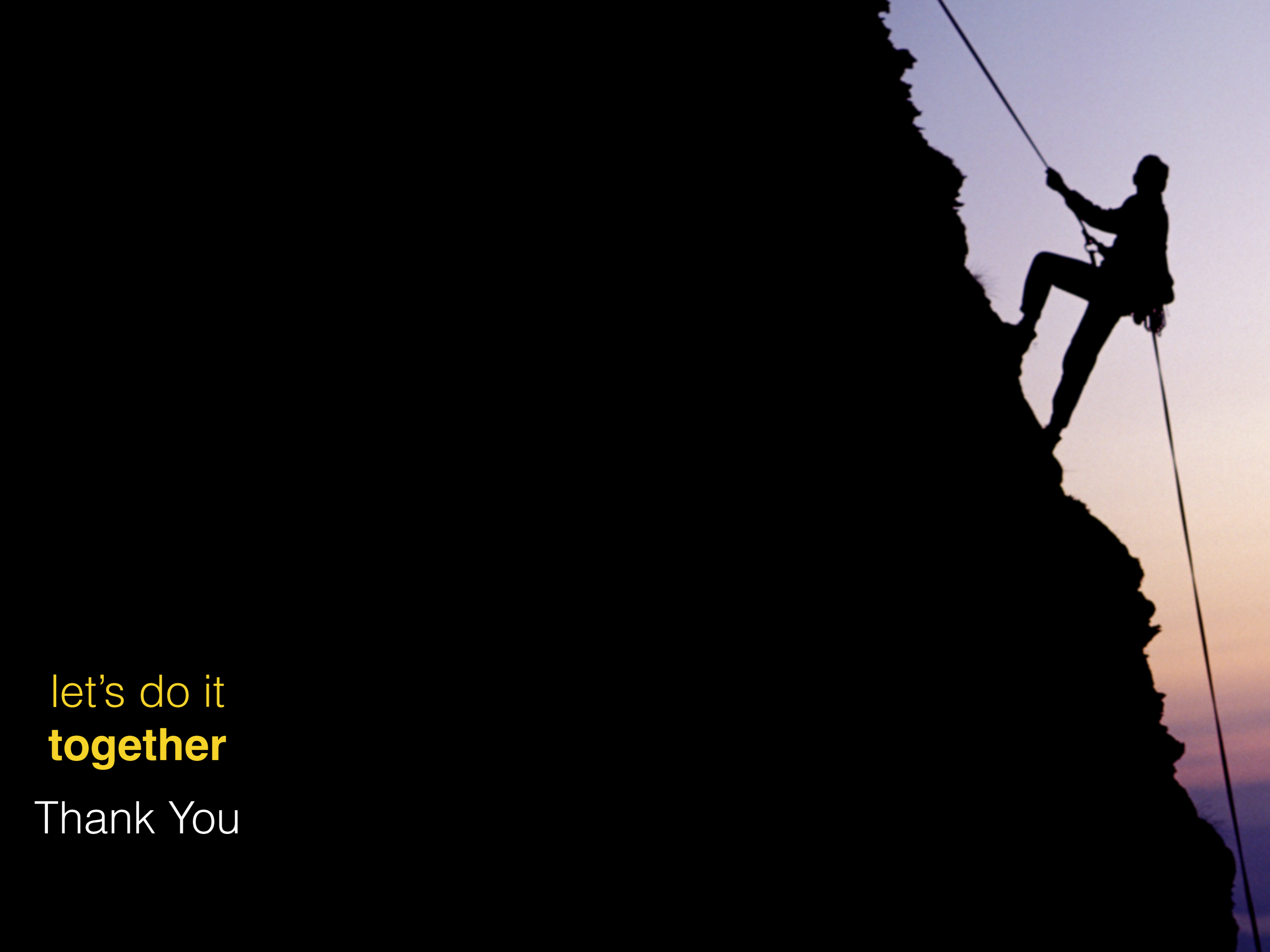
KPI for all PTJs,
KPI for all HODs



3 reassessing targets and strategies

Feedback from IPSC to all HODs





let's do it
together

Thank You

ENABLER 1 : TALENTS

OBJECTIVE : Enabling excellence through talents

STRATEGY 1 : To drive talent excellence based on quality, values, ethics, integrity and wellness

FOCUS : Staff

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<div style="border: 2px solid red; padding: 5px;"> <i>Ensuring quality service and values infused in our staff through USM Competency Framework</i> </div>	<i>To have a comprehensive workshop on developing the core competency of USM</i>	<i>First Draft of USM Competency Framework</i>	x				<i>Talent Excellence</i>	<i>REGISTRAR PTI</i>
	<i>To have a comprehensive workshop on developing the guideline</i>	<i>A clear and comprehensive long term Planning</i>		x				<i>REGISTRAR PTI</i>
	<i>To have a comprehensive workshop on developing the guideline</i>	<i>A clear and comprehensive competency based questions for interviewer</i>	x					<i>REGISTRAR PTI</i>
	<i>To have an establish tools and screening method to identify best and suitable talent for non-academic in selection processes</i>	<i>Implementing My Persona system to identify the candidate personality and find job suitability in the selection process</i>	x	x				<i>REGISTRAR PTI</i>

please refer HOD training module

ENABLER 1 : TALENTS

OBJECTIVE : Enabling excellence through talents

STRATEGY 1 : To drive talent excellence based on quality, values, ethics, integrity and wellness

FOCUS : Staff

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Ensuring quality service and values infused in our staff through USM Competency Framework</i>	<i>To impost the competencies framework into the selection processes and screening criteria</i>	<i>A complete competency based question guidelines for interviewer panellist</i>	x	x	x		<i>Talent Excellence</i>	<i>REGISTRAR PTI</i>
	<i>To have a complete training modules covering seven competencies based of three different job families</i>	<i>A complete training road map base on each competency's attributes for three different job families throughout the year</i>		x	x			
	<i>To have a workshop and a series of discussion in aligning the competencies framework to a different indicators using 9 Box leadership Grid</i>	<i>A comprehensive and complete MyTalent system that align with competencies framework.</i>	x	x				
	<i>To align the Training Need Analysis with the USM Competency Framework</i>	<i>MyCPD programs are in line with USM Competencies Framework</i>	x	x				
		<i>INITIATIVE 13: 1 new talent enhancement initiative per PTJ/central</i>						

ENABLER 1 : TALENTS

OBJECTIVE : Enabling excellence through talents

STRATEGY 1 : To drive talent excellence based on quality, values, ethics, integrity and wellness

FOCUS : Staff

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Ensuring quality service and values infused in our staff through USM Competency Framework</i>	<i>To collect and identify the knowledge, skills, ability and personal attributes for each job scheme through HCMS and aligning with Job Descriptions using MyWorkProfiling system</i>	<i>An complete online and dynamic talent profiling for all non-academic staff</i>		<i>x</i>	<i>x</i>	<i>x</i>	<i>Talent Excellence</i>	<i>REGISTRAR PTI</i>
	<i>To implement the job rotation and placement of talent base on the skills and service delivery requirement.</i>	<i>A systematic placement system based on the talent skill which aligning with the competencies framework</i>	<i>x</i>	<i>x</i>				

ENABLER 1 : TALENTS

OBJECTIVE : Enabling excellence through talents

STRATEGY 1 : To drive talent excellence based on quality, values, ethics, integrity and wellness

FOCUS : Staff

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Providing an ecosystem that promotes physical and mental wellness (Happiness Index)</i>	<i>To identify and assists employees with personal problems and/or work-related problems to ensure and support their job performance, health, mental and emotional well-being</i>	<i>A variety of support programs offered for employee</i>	x	x			<i>Talent Excellence</i>	<i>PUSAT SEJAHTERA</i>
	<i>To identifying priority health problems among staff that need to be targeted by interventions in the health service package</i>	<i>A comprehensive healthcare service and benefit packages to attract and retain employees</i>	x	x				<i>PUSAT SEJAHTERA</i>
	<i>To have a series of counselling session with identified staffs</i>	<i>A Counselling support sessions conducted and monitored systematically using online system</i>	x	x	x	x		<i>PUSAT SEJAHTERA</i>

ENABLER 1 : TALENTS

OBJECTIVE : Enabling excellence through talents

STRATEGY 1 : To drive talent excellence based on quality, values, ethics, integrity and wellness

FOCUS : Staff

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Providing an ecosystem that promotes physical and mental wellness (Happiness Index)</i>	<i>To have a series of discussions in developing a clear direction and guideline</i>	<i>One (1) comprehensive report of flexible working hour scheme concept will be produced</i>					<i>Talent Excellence</i>	<i>PUSAT SEJAHTERA</i>
<i>Aligning appraisal and promotion with USM strategic direction</i>	<i>To have a series of workshop, action lab, and simulation to formulate the integrated performance appraisal system</i>	<i>An online performance appraisal system that more objective which integrating with yearly work target</i>	x	x				<i>TNC HEAA REGISTRAR</i>
	<i>To review and develop new format of performance appraisal for academics and non-academic staff</i>			x	x			<i>TNC HEAA REGISTRAR</i>

ENABLER 1 : TALENTS

OBJECTIVE : Enabling excellence through talents

STRATEGY 1 : To drive talent excellence based on quality, values, ethics, integrity and wellness

FOCUS : Staff

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Aligning appraisal and promotion with USM strategic direction</i>	<i>To review and redevelop the annual target system using HCMS, and aligning with the new format of performance appraisal</i>	<i>A new format of Online Performance Appraisal that align with Job Description and Annual Work Target.</i>		x	x	x	<i>Talent Excellence</i>	<i>TNC HEAA REGISTRAR</i>
	<i>To implement the 4 tracks or more for academic promotion exercise</i>	<i>An online promotion system for academic which align to the university's KPI</i>	x	x	x	x		<i>TNC HEAA REGISTRAR</i>
	<i>To have a series of workshop, training, and discussion to identify performance measures for each track</i>	<i>Introduce at least 4 flexible promotion tracks for academic</i>	x	x				<i>TNC HEAA REGISTRAR</i>
	<i>To have a series of discussions in developing a comprehensive guideline for interviewer</i>	<i>A clear and comprehensive guideline for interviewer</i>	x	x				<i>REGISTRAR</i>

ENABLER 2 : RESOURCES - BRANDING & MARKETING

OBJECTIVE : Enabling Excellence Through Branding & Marketing

STRATEGY : To elevate branding and marketing through brand name and visibility

FOCUS : Institution

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Positioning APEX as USM brand name</i>	<i>Establishment of Marketing Unit to address positioning.</i>	<i>1 Marketing Unit established</i>		x				<i>USAINS PTJS IPS</i>

ENABLER 2 : RESOURCES - BRANDING & MARKETING

OBJECTIVE : Enabling Excellence Through Branding & Marketing

STRATEGY : To elevate branding and marketing through brand name and visibility

FOCUS : - Academic Programs | Research | Services | Students Experience | Alumni

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Marketing USM Core Areas through USM Marketing Unit</i>	<i>To improve the attractiveness of USM academic program through Digital Marketing via media social, i.e Facebook and google apps</i>	<i>4000 registered international students</i> <i>INITIATIVE 1: 1 new international student per staff</i>	x	x	x			<i>TNC HEAA TNC RIICE PTJS ACE PEJ ALUMNI MPRC</i>

ENABLER 2 : RESOURCES - BRANDING & MARKETING

OBJECTIVE : Enabling Excellence Through Branding & Marketing

STRATEGY : To elevate branding and marketing through brand name and visibility

FOCUS : - Academic Programs | Research | Services | Students Experience | Alumni

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
Marketing USM Core Areas through USM Marketing Unit	To practice internal marketing to gain a synergistic advantage by aligning the internal resources to the external market to market USM as employer of choice	An improvement tools to apply external marketing approach internally	x	x	x	x	Talent Excellence	REGISTRAR
	To conduct a market research, segmentation and headhunting approach internally to motivate the employees.							

ENABLER 2 : RESOURCES - BRANDING & MARKETING

OBJECTIVE : Enabling Excellence Through Branding & Marketing

STRATEGY : To elevate branding and marketing through brand name and visibility

FOCUS : Internal Benchmarking PTJs

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
Measuring global competitiveness through Global Magnetic Index.	To create taskforce to develop index, run a pilot test and implement GMI (academic and research	GMI produced 4000 registered international students	x	x				TNC HEAA TNC RIICE

ENABLER 2: RESOURCES - INFRASTRUCTURE & INFOSTRUCTURE

OBJECTIVE : Enabling Excellence through Infrastructure & Infostructure

STRATEGY : To ensure USM's infrastructure and infostructure support the learning and living experience

FOCUS : Conducive learning & living experience

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
Conducive learning & living experience	1.Launching of learning space in PTJs and central (USM@FACELIFT) 2.Launching of 1 stop centre for student	INITIATIVE 16: <i>1 new learning space per PTJ</i> <i>1 new space per desa</i> <i>1 working space for PTJ</i> <i>1 Healthy lifestyle per PTJ</i>	x	x	x		1 learning space per PTJ 1 stop centre established	TNC HEAA PTJS SERVICE CENTRES
	Infrastructure and info structure development for Shared Service Centre known as SPEED	To have a conducive space for integrated service centre (back end)			x			PEJABAT PENDAFTAR
	Develop integrated assessment system for knowledge, values and 21st century skills	Adequate internet and other relevant facilities for 21st century learning		x	x			TNC HEAA
	To create a conducive living experience such as APEX Hall	APEX Hall created and occupied	x	x				TNC HEAA JAB PEMBANGUNAN
	Develop integrated assessment system for knowledge, values and 21st century skills	Adequate internet and other relevant facilities for 21st century learning		x	x			TNC HEAA PPKT

ENABLER 2: RESOURCES - INFRASTRUCTURE & INFOSTRUCTURE

OBJECTIVE : Enabling Excellence through Infrastructure & Infostructure

STRATEGY : To ensure USM's infrastructure and infostructure support the learning and living experience

FOCUS : USM Global village

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
USM Global Village (physical space)	To review and upgrade international facilities, accommodation towards creating USM Global Village.	USM Global Village created INITIATIVE 17: 1 new initiative per PTJ 1 Global Corner per PTJ		x	x			TNC HEAA TNC HEPA IMCC IPS JAB PEMBANGUNAN PTJS

USM GLOBAL VILLAGE



New APEX HALL: 38 units of accommodations (3 types)

ENABLER 2: RESOURCES (FINANCE)

OBJECTIVE : Enabling Excellence Through Financial Sustainability

STRATEGY : To ensure financial sustainability by focusing in business and sustainability

FOCUS : Institution

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Optimization, savings and income generation as the catalyst for financial sustainability</i>	<i>Improvise USM OSI KPI System</i>	<i>RM250 mil targeted in 2019</i>		X	X	X	<i>S.M.A.R.T Green Campus will ensure University Financial Sustainability by generating surplus.</i>	<i>BURSARY PUSAT PEMBANGUNAN PERNIAGAAN UNIVERSITI</i>
	<i>Cashless Campus Initiatives thru USMartpay towards USM Smart, Secure and Simple Payment System</i>	<i>Phase 1: 2018 – Sports, Library, P. Sejahtera Phase 2: Q2 2019 – Other Business Centers</i>	X	X	X	X		
	<i>Automation of business activities thru online approach: i.USM Business Portal (USMBiz) ii.Digital marketing (i.e. FB</i>	<i>Increase income INITIATIVE 12: 1 new initiative per PTJ</i>	X	X	X	X		

ENABLER 2: RESOURCES (FINANCE)

OBJECTIVE : Enabling Excellence Through Financial Sustainability

STRATEGY : To ensure financial sustainability by focusing in business and sustainability

FOCUS : Institution

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Optimization, savings and income generation as the catalyst for financial sustainability</i>	<i>Operate a sound Treasury Management by ensuring sufficient cash reserves to fulfil long-term investment and working capital needs. Prudent cash flow management, debtors and creditors, as well as effective risk control.</i>	<i>Increase income</i>	x	x	x	x	<i>S.M.A.R.T Green Campus will ensure University Financial Sustainability by generating surplus.</i>	<i>BURSARY</i>
	<i>Cost saving thru initiatives in the following areas: i.Travel and Event Management; ii. Supplies Management; iii. Procurement (eBidding, eVendors, Just-in-Time, Green Purchasing, Centralise purchasing); iv. Smart Payment v.Energy Saving</i>	<i>RM20 mil targeted in 2019</i>	x	x	x	x		
	<i>Generate funding from Philanthropic contributions through: i.USM Endowment; ii.Wakaf; iii.Zakat iv.Donations v. Crowdfunding vi.Alumni</i>	<i>RM5 mil targeted in 2019</i>	x	x	x	x		

ENABLER 2: RESOURCES (FINANCE)

OBJECTIVE : Enabling Excellence Through Financial Sustainability

STRATEGY : To ensure financial sustainability by focusing in business and sustainability

FOCUS : Institution

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Commercializing Academic Programs and Ideas</i>	<i>Enhancing marketing strategies on International student recruitments through Agents, Buddy system, MOAs and student management.</i>	<i>Increase income</i>	X	X	X	X	<i>S.M.A.R.T Green Campus will ensure University Financial Sustainability by generating surplus.</i>	<i>MARKETING UNIT BUR-SARY PUSAT PEMBANGUNAN PERNIAGAAN UNIVERSITI</i>
	<i>Developing competitive academic programs based on Full Cost Recovery models.</i>	<i>Increase income</i>	X	X	X	X		
	<i>Using HRDF incentives to attract working class to enrol in USM Academic Programs.</i>	<i>Increase income</i>	X	X	X	X		
	<i>Established full cost per student as basis for tuition fees calculation and revision.</i>	<i>Increase income</i>	X	X	X	X		

ENABLER 2: RESOURCES (FINANCE)

OBJECTIVE : Enabling Excellence Through Financial Sustainability

STRATEGY : To ensure financial sustainability by focusing in business and sustainability

FOCUS : Institution

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Asset Monetization for Income Generation</i>	Strategic investment projects to deliver future financial benefits to the University as outlined in: <i>i)USM Asset Monetizing / Leveraging Master Plan;</i> <i>ii)USM Business Master Plan;</i> <i>iii)Usains Business Contribution.</i>	<i>Increase income</i>		X	X	X	<i>S.M.A.R.T Green Campus will ensure University Financial Sustainability by generating surplus.</i>	<i>PTJs</i>

alternative financing

ENABLER 3 : TRANSFORMING GOVERNANCE

OBJECTIVE : Enabling Excellence by Transforming Governance

STRATEGY : To transform governance to be: Resilient & Ready | Effectiveness | Accountable & Agile | Autonomy & Accountability Harmonious

FOCUS : Institution

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Unlocking unnecessary policies and bureaucracies</i>	<p><i>Develop flexible Policy & Guideline to meet the demand of the 22</i></p> <ul style="list-style-type: none"> - <i>Identifying red tapes at government and University level</i> - <i>Analysing Governance and Framework Disclosure of MoF, MOE, Audit Negara, JPA, MQA for best practices</i> - <i>Adapting government policies</i> 			x	x		<i>Governance transformed through empowerment via autonomy, and with accountability</i>	<i>PUU</i>
<i>Autonomy with Accountability</i>	<p><i>Establish clear process and procedures through re-evaluation, amendment and strengthening of SOP on:</i></p> <ul style="list-style-type: none"> - <i>HR (Recruitment, Service, Promotion)</i> - <i>Finance</i> - <i>Research & Innovation</i> 	<p><i>Transparent SOP on:</i></p> <ul style="list-style-type: none"> - <i>HR (Recruitment, Service, Promotion)</i> - <i>Finance</i> - <i>Research & Innovation</i> - <i>Industry – Community Engagement</i> - <i>Academic</i> 		x				

ENABLER 3 : TRANSFORMING GOVERNANCE

OBJECTIVE : Enabling Excellence by Transforming Governance

STRATEGY : To transform governance to be: Resilient & Ready | Effectiveness | Accountable & Agile | Autonomy & Accountability Harmonious

FOCUS : Institution

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
Autonomy with Accountability	<i>Empowering autonomy for USM in finance, academic, research and talent by decentralisation of selected best practices of procedures in finance, academic, research and talent</i>	<i>Decentralization of at least one selected best practices of procedures in finance, academic, research and talent</i> <i>INITIATIVE 14:</i> <i>1 initiative per PTJ/central with autonomy</i>	x	x	x	x	<i>Governance transformed through empowerment via autonomy, and with accountability</i>	PUU
	<i>Robust and transparent accountability enforcement via Inculcating integrity and values-driven USM culture by design</i>	<i>One values infused integrity module developed</i>		x	x	x		
	<i>On boarding & Refreshment program on USM Values</i>	<i>One module for fresh intake and one refreshment program</i>			x	x		

ENABLER 4 : ORGANISATIONAL CULTURE

OBJECTIVE : Enabling Excellence through organisation culture

STRATEGY : To inculcate the right mindset and excellent work culture and values in USM staff

FOCUS : USM Staff

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
Inculcating global mindset (intercultural competency).	To infuse global mindset to enrich staffs' intercultural competency through experiential learning (Global Village)	Number of staff is intercultural competent		X	X	X	Excellent organisation culture with the right mindset	IMCC ALL PTJS
Financial sustainability mindset	To inculcate financial sustainability mindset in conducted activities/ programmes	Number of programmes infused with financial sustainability mindset		X	X	X		BURSAR ALL PTJS
Customer first mentality	To instil the right mindset in in all service delivery activities through Competency Framework	Number of staff undergone the Competency Framework		X	X	X		ALL PTJS

ENABLER 4 : ORGANISATIONAL CULTURE

OBJECTIVE : Enabling Excellence through organisation culture

STRATEGY 1 : To inculcate the right mindset and excellent work culture and values in USM staff

FOCUS : USM Staff

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Promoting physical and mental wellness (Happiness Index)</i>	<i>Promoting physical and mental wellness (Happiness Index)</i>	<i>To conduct activities which contribute towards physical and mental wellness (Happiness Index)</i>		x	x	x	<i>Excellent organisation culture with the right mindset</i>	<i>PUSAT SEJAHTERA PUSAT SUKAN DAN REKREASI ALL PTJS</i>
<i>Doing it #USMstyle</i>	<i>Doing it #USMstyle</i>	<i>To incorporate creativity and innovation in all related activities promoting strategic differentiation</i>			x	x		<i>ALL PTJS</i>



zooming in on

the details

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 1 : To position USM respectably in global standing

KEY FOCUS AREA 1 : Institutional Recognition

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>To be competitive in global benchmarking</i>	<i>Top 100 in QS Rankings</i>	<i>Position in QS Ranking</i>		x	x	x	<i>Respected international standing</i>	VC TNC HEAA TNC RNI IPS PTJs
	To enhance strategies addressing the ranking criteria: 1. <i>Research and publication workshop</i> 2. <i>Quality of academic program</i> 3. <i>International student intake through admission</i> 4. <i>Publications & Research</i>	Number of papers Number of PI INITIATIVE 2: 1 additional publication per staff						

OBJECTIVE :TO ACHIEVE GLOBAL PROMINENCE (RESPECTED, REFERRED, RELEVANT)

STRATEGY 2 : To position academic programs for the global market

KEY FOCUS AREA 2 : Academic Programs

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
Globally preferred academic programmes	<i>To execute academic programs competitive analysis :</i>	<i>Number of programmes eliminated/improved</i>		x	x	x	<i>Competitive programmes</i>	TNC HEAA
	<i>1. Eliminate/improve non-competitive programmes</i>	<i>Number of programmes elevated</i>						
	<i>2. Elevate in-demand programmes</i>	<i>INITIATIVE 5: 1 new initiative per ptj</i>						
	<i>Unlocking bureaucracy - To unlock restrictive senate policies</i>	<i>Number of policies unlocked</i>		x	x	x	<i>Inclusive, accessible and affordable</i>	TNC HEAA
	<i>To facilitate schools in embracing OBE</i>	<i>Number of schools that are OBE compliant</i>				x	<i>All programs are OBE compliant</i>	TNC HEAA
	<i>To encourage extensive industry input in academic programs</i>	<i>Number of PTJs engaging with industry on academic programs</i>	x	x	x		<i>Industry relevant academic programs</i>	

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 2 : To position academic programs for the global market

KEY FOCUS AREA 2 : Academic Programs

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
Globally preferred academic programmes	To launch academic research grants	5 grants awarded in 2019	x	x			Quality academic programs	TNC HEAA
	To introduce international dual/double degrees/off shores by collaborating with international academic institutions	Number of new programmes introduced	x	x	x		Global Recognition Financial Sustainability	TNC HEAA
	To broaden academic programme delivery - To run academic programmes through MOOCS and Microcredential	Number of modules produced by CDAE/PTJs <i>INITIATIVE 6:</i> <i>1 MOOCs initiative per PTJ</i> <i>1 Microcredential initiative per PTJ</i> <i>1 Frivoducation initiative per PTJ</i>	x	x	x		Accessibility to higher education (globally)	TNC HEAA CDAE PTJs

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)
 STRATEGY 2 : To position academic programs for the global market

KEY FOCUS AREA 2 : Academic Programs

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Globally preferred academic programmes</i>	<i>To introduce creativity and innovation as part of academic curriculum towards producing job creators</i>	<i>Revise academic programs and HEPA Activities to include creativity and innovation</i>						<i>TNC HEPA TNC HEA ACE</i>
	<i>Encourage double degree (Arts & Science)</i>	<i>5% of graduates with double degree in Arts & Science</i>	<i>x</i>	<i>x</i>	<i>x</i>	<i>x</i>	<i>Academic programs in USM positioned at international level</i>	<i>TNC HEAA</i>
	<i>To introduce liberal studies as foundation (to be taught during 1st year)</i>	<i>Numbers of programs adopting liberal studies approach as their</i>		<i>x</i>	<i>x</i>			<i>TNC HEAA</i>
	<i>Introduce 3 semesters/ session</i>	<i>Implement 3 semesters session</i>			<i>x</i>	<i>x</i>	<i>TNC HEAA</i>	

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 2 : To position academic programs for the global market

KEY FOCUS AREA 2 : Academic Programs

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Experiential learning as our strategic differentiation</i>	<i>To include experiential learning as part of academic curriculum and HEPA activities</i>	<i>Number of academic programs and HEPA Activities with experiential learning components (volunteerism, community engagements, intercultural activities)</i>					<i>Quality students</i>	<i>TNC HEAA TNC HEPA</i>
	<i>To make service learning (unit beruniform/ khidmat masyarakat/sukarelawan) compulsory component.</i>	<i>All programs should include service learning as compulsory graduation requirement</i>			<i>x</i>	<i>x</i>		<i>TNC HEAA TNC HEPA</i>
	<i>To create and intensify platforms to integrate students from various disciplines to develop arts and scientific thinking. (Problem solving approach) (E.g. Makers@USM, ENACTUS, Kampus Sejahtera)</i>	<i>10% of USM student participating and involving in artistic and scientific thinking programs.</i>			<i>x</i>	<i>x</i>		<i>TNC HEP</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 2 : To position academic programs for the global market

KEY FOCUS AREA 2 : Academic Programs

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Experiential learning as our strategic differentiation</i>	<i>Encourage gap year</i>	<i>5% of students involved in service learning through gap year</i>	x	x	x	x	<i>Quality students</i>	<i>TNC HEAA</i>
<i>Unique learning experience through Frivoducation</i>	<i>To introduce Frivoducation as part of learning experience</i>	<i>Number of PTJs implementing Frivoducation</i> <i>INITIATIVE 6:</i> <i>1 MOOCs initiative per PTJ</i> <i>1 Microcredential initiative per PTJ</i> <i>1 Frivoducation initiative per PTJ</i>	x	x	x	x	<i>Quality students</i>	<i>TNC HEAA</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 3 : To provide quality learning experience that meets global expectations

KEY FOCUS AREA 3 : Students’ Experience

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
Fostering global mindset	<i>“One Student One Passport” Initiatives : e.g. Summer School, Exchange Programmes, Site Visits, Industrial Attachment, etc</i>	<i>Number of outbound students sent for experiential learning abroad</i>		x	x	x	<i>Students with Global Mindset</i>	<i>TNC HEAA & TNC HEPA IMCC PTJs</i>
	<i>Internationalisation at Home Program” : e.g. Establishment of USM International Society (USMi)</i>	<i>Number of programmes organized</i> <i>Number of local students</i>		x	x	x	<i>Students with Global Mindset</i>	<i>TNC HEAA TNC HEPA IPS IMCC</i>
	<i>To create programs and activities that would foster inter-cultural competency among USM Global residents</i>	<i>Number of students involved</i>	x	x	x	x	<i>Students with Global Mindset</i>	<i>IMCC PTJs</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 3 : To provide quality learning experience that meets global expectations

KEY FOCUS AREA 3 : Students’ Experience

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>To produce 21st Century Skills and values infused students through HEBAT agenda</i>	<i>To develop HEBAT INDEX and incorporate HEBAT attributes in academic programmes and HEPA based activities</i>	HEBAT INDEX HEBAT Attributes <i>INITIATIVE 3: 1 new initiative per PTJ/ central</i>	x	x			HEBAT Students	TNC HEPA
	<i>To focus on entrepreneurship and creating job creators amongst students by focusing on creativity and innovation</i>	Number of students who are job creators		x	x	x	Job Creators	TNC HEPA EPIC PTJs
	<i>To ensure students are proud to be “USM”</i>	<i>“I am USM” initiative</i>					Proud USM students	TNC HEPA USM ECOSYSTEM

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 4 : To Produce quality research that would benefit the global community

KEY FOCUS AREA 4 : Research & Industry Partnership

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Producing “High Tech” and “High Touch” Research to enhance societal well being</i>	<i>Preparation on Call for Proposal for Top Down Projects based on identified prioritised area</i>	<i>Call for Proposal: (CFP) 2019 - 2 2020 - 2 2021 - 2</i> <i>INITIATIVE 8 1 new product per PTJ</i>		X	X	X	<i>Research outcomes that contribute to nation building. Research to be more focused on identified themes.</i>	<i>STRATEGIC OFFICE OF THE UNIVERSITY/ RCMO/ NEXUS</i>
	<i>Preparation of Research Blueprint (10 years)</i>	<i>First draft of the Blue Print by the end of 2019</i>		X	X	X		
	<i>Establishment of Data Analytics and Intelligence Centre to manage research</i>	<i>An operational data centre</i>		X	X			

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 4 : To Produce quality research that would benefit the global community

KEY FOCUS AREA 4 : Research & Industry Partnership

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Producing “High Tech” and “High Touch” Research to enhance societal well being</i>	<i>Dedicated website for promoting blockbuster research within USM: CurioUSMMind</i>	<i>Launching of Website by first quarter 2019</i>		X			<i>Global research community aware of the happenings in USM to attract international students</i>	<i>RCMO (HEAD) PPKT SCHOOL OF COMMUNICATION MPRC</i>
	<i>Science journalism, social media, Penerbit USM and webinars</i>	<i>Written articles in mass media: 2019: x articles 2020: y articles 2021: z articles</i>		X	X	X	<i>Increased collaboration, number of visitors to USM and students</i>	<i>SCHOOL OF COMMUNICATION (HEAD) NEXUS DIRECTORS DEPUTY DEAN (R&I) PTJS</i>
	<i>Develop/adopt a comprehensive directory of experts in USM</i>	<i>Launching of Directory of Experts 2.0 by first half of 2019</i>		X	X			<i>DIRECTOR OF STRATEGIC AND INSTITUTIONAL PLANNING (HEAD) DIRECTOR OF INDUSTRY NETWORK RCMO DEANS, EXISTING COMMITTEE PPKT</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 4 : To Produce quality research that would benefit the global community

KEY FOCUS AREA 4 : Research & Industry Partnership

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Producing “High Tech” and “High Touch” Research to enhance societal well being</i>	<i>Positioning the HiCoEs towards global level</i>	<i>Global HiCoEs</i>		x	x	x	<i>Increased collaboration, number of visitors to USM and students</i>	<i>VC/DVC RIICE (HEAD) HICOE DIRECTORS (INFORMM, DADAH, REDAC)</i>
	<i>To develop and establish publication policy for USM</i>	<i>To establish the policy by first half of 2019</i>		x			<i>Increased collaboration, number of visitors to USM and</i>	<i>MPU & DVC RIICE</i>
	<i>Moving up of CoEs towards HiCoEs</i>	<i>Increment of CoEs score in HiCoEs instrument by 10% per year</i>		x	x	x	<i>More recognized CoEs at national and international level</i>	<i>VC/DVC RIICE (HEAD) DIRECTORS OF ALL COES</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 4 : To Produce quality research that would benefit the global community

KEY FOCUS AREA 4 : Research & Industry Partnership

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Producing “High Tech” and “High Touch” Research to enhance societal well being</i>	<i>Establish a Search Committee for Research Award to market our Research Icons</i>	<i>Increase in number of researchers gaining reputable international awards: 2019: x awards 2020: y awards 2021: z awards</i>		x	x	x	<i>Publicity for USM to attract international students</i>	<i>PROF ZAINAL ARIFFIN MOHD ISHAK (PREVIOUS COMMITTEE) NEXUS DIRECTORS</i>
	<i>Link personal life for their success story and personalized website. Involvement in global competition – engage international stakeholders.</i>			x	x	x	<i>Increased citation, invitation as keynote speakers</i>	<i>MPRC (HEAD) SCHOOL OF COMMUNICATION, DVC RIICE</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 4 : To Produce quality research that would benefit the global community

KEY FOCUS AREA 4 : Research & Industry Partnership

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Producing “High Tech” and “High Touch” Research to enhance societal well being</i>	<i>Leverage on the state-of-the-art facilities that are unique to USM</i>	<i>Increase in international collaboration. 2019: x partners 2020: y partners 2021: z partners</i>		x	x	x	<i>Growing user base, promoting research and generate income.</i>	<i>DVC SID (HEAD) RCMO HEAD OF RELEVANT PTJS</i>
	<i>New Technology consortium with industry partners (covering more research areas: E.g. Halal, Medical, ICT, Automotino)</i>	<i>1 area per year</i>		x	x	x	<i>Bring together public and private sector to develop initiatives for technology and innovation needs under specified areas.</i>	<i>NEXUS DIRECTOR RCMO DIRECTOR OF INDUSTRY ENGAGEMENT DIRECTOR OF COMMUNITY ENGAGEMENT DIRECTOR</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 4 : To Produce quality research that would benefit the global community

KEY FOCUS AREA 4 : Research & Industry Partnership

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<p><i>Energizing the industry via intensifying smart partnership collaboration from day 1.</i></p> <p>“USM Drives, Industries Thrive”</p>	<p><i>To provide incentives for publication fees for publication with industries</i></p>	<p><i>% of publications with industry (particularly those listed in Forbes 2000 & Fortune 500 companies)/ community):</i></p> <p>2019 - 5%</p> <p>2020 - 10%</p> <p>2021 - 15%</p>		x	x	x	<p><i>More impactful research to community and industry</i></p>	<p><i>DIRECTOR OF INDUSTRY ENGAGEMENT</i></p> <p><i>DIRECTOR OF COMMUNITY ENGAGEMENT</i></p> <p><i>DIRECTOR OF APUCEN/ SCHOOLS</i></p>
	<p><i>To give additional recognition to publication associated to the industry –</i></p>	<p>- Industry funded grant</p> <p>- Industrial Attachment</p> <p>- Industry in the classroom</p> <p>- Number of Moa/MoU</p> <p>2019 – 5</p> <p>2020 – 5</p> <p>2021 – 10</p>						
	<p><i>Identify the niche areas: - to continually update the database (ICNIS) of institution/expertise/industry to support and engage industry collaboration</i></p> <p><i>Sanggar Sanjung and promotion criteria</i></p>	<p>INITIATIVE 10:</p> <p>1 strong industry partner per PTJ</p>						

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 4 : To Produce quality research that would benefit the global community

KEY FOCUS AREA 4 : Research & Industry Partnership

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<p><i>Energizing the industry via intensifying smart partnership collaboration from day 1.</i></p> <p>“USM Drives, Industries Thrive”</p>	<p><i>To diversify research funding that incorporates co-funding from stakeholders</i></p>	<p><i>Facilitation to get co-funding research project by stakeholders</i></p> <p><i>2019 - 4 projects</i></p> <p><i>2020 - 8 projects</i></p> <p><i>2021 - 12 projects</i></p> <p><i>INITIATIVE 9</i></p> <p><i>1 new initiative per PTJ</i></p>		x	x	x	<p><i>Stretching the dwindling research funding</i></p>	<p><i>NEXUS DIRECTORS, RCMO AND BJIM DIRECTORS</i></p>
	<p><i>To allocate matching funds with industries</i></p>	<p><i>Number of projects co-funded with industry (Minimum 50K/project):</i></p> <p><i>2019 - 10 projects</i></p> <p><i>2020 - 30 projects</i></p>		x	x	x		

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 4 : To Produce quality research that would benefit the global community

KEY FOCUS AREA 4 : Research & Industry Partnership

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
Energizing the industry via intensifying smart partnership collaboration from day 1. <i>“USM Drives, Industries Thrive”</i>	<i>To encourage more academic staffs to conduct research attachments at industry (minimum 3 months)</i>	Percentage of academic staff: 2019 - 5% 2020 - 7% 2021 - 9%		x	x	x	More industrial R&D exposure	DIRECTOR OF INDUSTRY ENGAGEMENT
	<i>To involve industries in grant evaluation and product development</i>	<i>All Top-down research grants must involve industries in evaluation procedures</i>		x			More technology transfer	RCMO, NEXUS DIRECTORS
	<i>To set up innovation commercialisation fund sourced through royalty or endowment</i>	RM 500,000		x	x	x		INNOVATION OFFICE

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 4 : To Produce quality research that would benefit the global community

KEY FOCUS AREA 4 : Research & Industry Partnership

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
Energizing the industry via intensifying smart partnership collaboration from day 1. <i>“USM Drives, Industries Thrive”</i>	<i>To undertake pitching sessions to targeted group of industries</i>	<i>One theme every quarter</i>		<i>x</i>	<i>x</i>	<i>x</i>	<i>More technology transfer</i>	<i>RCMO, NEXUS DIRECTORS</i>
	<i>To have virtual thematic showcase of IPs and invite related industries globally</i>	<i>One theme every quarter</i>		<i>x</i>	<i>x</i>	<i>x</i>		<i>INNOVATION OFFICE</i>
	<i>Establishment of a platform to allow idea sharing and fertilization.: webinar, chat room</i>	<i>Café to be organised once a month</i>		<i>x</i>	<i>x</i>	<i>x</i>		<i>RCMO AND NEXUS DIRECTORS</i>
	<i>Restructuring research cluster and mapping with demand driven areas and challenges to create Clusters/ Nexus</i>	<i>Research strengths and research areas identified and Clusters formed. 2019 - Minimum 4</i>		<i>x</i>	<i>x</i>	<i>x</i>		

OBJECTIVE : To achieve global prominence (Respected, Referred, Relevant)
 STRATEGY 5 : To conduct action oriented community engagement that is current and substantial based on translational research

KEY FOCUS AREA 5 : COMMUNITY ENGAGEMENT

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<p><i>To Intensify high impact community engagement projects through translational research that is current and relevant to the community</i></p>	<p>Communisation of Knowledge Through Research Innovation for Community Development (USM PRIHATIN)</p> <p>1. MRUN Translational Research Grant</p> <p>2. INNO4C Program (Innovation for Community)</p>	<p>Call for Proposal:</p> <p>1. 2019 (new project-15, continuity project-15)</p> <p>2. 2020 (New project-15, continuity project-17)</p> <p>3. 2021 (New project-17, continuity project-15)</p> <p>Number of Community</p> <p>1. 2019 - 1000 participant</p> <p>2. 2020- 1100 participant</p> <p>3. 2021- 1200 participant</p> <p>Produce publication through International e-Journal of Community and Industry Engagement</p> <p>1. 2019 - Increase by 5%*</p> <p>2. 2020 - Increase by 10%*</p> <p>3. 2021 - Increase by 15%*</p> <p>*Based on MyRA KPI</p> <p>INITIATIVE 7:</p> <p>1 new research of impact per PTJ</p> <p>INITITATIVE 11:</p> <p>1 new project per PTJ</p>		x	x	x	<p>Research outcomes that contribute to nation building. Research to be more focused on identified community needs.</p>	<p>DIVISION OF COMMUNITY NETWORK</p>

OBJECTIVE : To achieve global prominence (Respected, Referred, Relevant)
 STRATEGY 5 : To conduct action oriented community engagement that is current and substantial based on translational research
KEY FOCUS AREA 5 : COMMUNITY ENGAGEMENT

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<p><i>To Intensify high impact community engagement projects through translational research that is current and relevant to the community</i></p>	<p><i>Develop community engagement toolkit to focuses on quality and effectiveness, process planning and designing engagement tailored to the particular issue, level of participation to be achieved, timeframe and range of stakeholders affected</i></p>	<p><i>Produce publication: University-Community Engagement Leadership Toolkit</i></p>		x	x		<p><i>Strengthen USM's impact on the community through impactful engagement, sustained partnerships, and a focus on innovative vibrancy</i></p>	<p>DIVISION OF COMMUNITY NETWORK</p>
	<p><i>Provide Competency and Enhancement Programme for academic staff to Leading an impactful & sustainable community engagement</i></p>	<p><i>Provide Competency and Enhancement Programme:</i></p> <ul style="list-style-type: none"> • <i>2019 - 4 training programs (USM Level – 2, National Level-2)</i> • <i>2019 - 120 academic leaders are involved (USM Level-30, National Level-80)</i> • <i>2020 - 4 training programs (USM Level (2)</i> <p><i>2020 - 30 academic leaders are involved (USM Level-30)</i></p>		x	x			

OBJECTIVE
STRATEGY 5

: To achieve global prominence (Respected, Referred, Relevant)
: To conduct action oriented community engagement that is current and substantial based on translational research

KEY FOCUS AREA 5 : COMMUNITY ENGAGEMENT

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<p><i>To Intensify high impact community engagement projects through translational research that is current and relevant to the community</i></p>	<p>University Community Engagement Conference (UCEC2019)</p>	<p>2019</p> <ul style="list-style-type: none"> 8 countries expected participated in UCEC 2019 51 Conference Papers/ Proceeding 5 posters 		x		x	<p>Enhance networking, and the sharing of experiences among educators, communities, as well as social development practitioners, and to highlight best-practice cases of various types on university-community engagement.</p>	<p>DIVISION OF COMMUNITY NETWORK</p>
		<p>2021</p> <ul style="list-style-type: none"> 10 countries expected participated in UCEC 2021 55 Conference Papers/ Proceeding 10 posters 						

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 6 : To intensify networking and linkages with global partners and alumni

KEY FOCUS AREA 6 : Networking & Linkages

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Advancement in strategic linkages to complement USM's focused value proposition globally</i>	<i>To create a map to link researchers and collaborators globally</i>	<i>Development of map</i>		x	x		<i>Map of targets, where and what</i>	<i>DIRECTOR OF STRATEGIC AND INSTITUTIONAL PLANNING (HEAD) DIRECTOR OF INDUSTRY NETWORK RCMO DEANS EXISTING COMMITTEE PPKT NOTE: SAME COMMITTEE AS DIRECTORY OF EXPERTISE</i>
	<i>To identify suitable collaborators and encourage application of international research attachment fellowships</i>	<i>Increase in international research attachment fellowships 2019: x 2020: y 2021: z</i>		x	x		<i>New collaborations</i>	<i>DVC RIICE (HEAD) RCMO NEXUS DIRECTORS DIRECTOR OF STRATEGIC AND INSTITUTIONAL PLANNING</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 6 : To intensify networking and linkages with global partners and alumni

KEY FOCUS AREA 6 : Networking & Linkages

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Advancement in strategic linkages to complement USM's focused value proposition globally</i>	<i>To compile a list of available international grants</i>	<i>List of international grants</i>		x			<i>Increase in number of International grant applications</i>	<i>DVC RIICE (HEAD) NEXUS DIRECTORS RCMO</i>
	<i>To encourage the young staffs to co-apply for international research grants and co-publish with their Alma Mater</i>	<i>Increase in international research grants application 2019: x% 2020: y% 2021: z%</i>		x	x	x	<i>Collaborative initiative , joint papers, joint research project and supervision</i>	<i>DEANS AND DIRECTORS RCMO</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 6 : To intensify networking and linkages with global partners and alumni

KEY FOCUS AREA 6 : Networking & Linkages

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
Engaging our alumni through personal engagements to come back and contribute	<i>ACE's Focused Engagement, to be engaging profiled individuals and establishments with high numbers of USM alumni</i>	<i>Minimum of 48 individuals and 52 establishments to be engaged per year.</i> <i>INITIATIVE 18:</i> <i>1 alumni engagement per PTJ</i> <i>1 pingat Emas per PTJ</i>		x	x	x		ACE, THE OFFICE OF RIICE DVC AND PARTLY PTJS (IF INTERESTED)
	<i>ACE's Spotlight and Junior Spotlight that showcases alumni's success stories.</i>	<i>Personally designed congratulatory posters (web and individual copy)</i>		x	x	x		ACE, THE VC'S OFFICE AND THE OFFICE OF HEPA DVC.
	<i>ACE's Alumni 1</i> <i>*Alumni Fee proposal for academic program and projects (short-courses, conferences etc.)</i> <i>*Preference for alumni to be in ICAP panels, examiners etc</i>	<i>Alumni Fee scheme and to be included minimally in 5 CoR's annual initiative</i>		x	x	x		ACE AND THE OFFICE OF AA DVC

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 6 : To intensify networking and linkages with global partners and alumni

KEY FOCUS AREA 6 : Networking & Linkages

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Engaging our alumni through personal engagements to come back and contribute</i>	<i>ACE's Strategic Media Communication</i> <i>*Virtual (especially) and mainstream publications to promote USM</i>	<i>Alumni based:</i> <i>*2 strategic videos</i> <i>*1 strategic publication (alumni profile)</i> <i>*1 digital publication/ ver2.0 of ACE USM apps</i>		x	x	x		<i>ACE, MPRC AND PTPM.</i>
	<i>Prominent Alumni Talk Program</i>	<i>Minimum of 6 prominent alumni/ USM-related focusing on recalling the intimate moment related to the establishment of USM back in 1969 (2019)</i>	x				<i>Engagement and instil the history of alma mater</i>	<i>PERSATUAN ALUMNI</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 6 : To intensify networking and linkages with global partners and alumni

KEY FOCUS AREA 6 : Networking & Linkages

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Engaging our alumni through personal engagements to come back and contribute</i>	<i>Alumni Endowment Program</i>	<ul style="list-style-type: none"> - Increase PAUSM endowment fund to create at least 2 Pingat Emas for student during convocation. - To have a community-focus event with involvement of alumni to generate and attract more donor. <p><i>INITIATIVE 18: 1 alumni engagement per PTJ</i></p>	x	x			<i>To have 2 recipient of Gold Medal yearly during convocation. Collecting fund to build Rumah Alumni.</i>	<i>PERSATUAN ALUMNI</i>
	<i>Persatuan Alumni Business Kiosk/ Premise</i>	<i>To have 6 kiosk/premises for young entrepreneurial alumni in conjunction with the establishment of Rumah Alumni</i>	x	x	x	x	<i>Nurture and develop entrepreneurial skills for potential business minded among alumni</i>	<i>PERSATUAN ALUMNI</i>
	<i>Persatuan Alumni Convocation Engagement</i>	<i>To have atleast 50% of graduan subscribe for membership during convocation</i>	x	x			<i>Increase participation from alumni and increase the visibility of Persatuan to the public.</i>	<i>PERSATUAN ALUMNI</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)

STRATEGY 7 : To provide quality service with “Customer First: mentality”

KEY FOCUS AREA 7 : Services

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Enhancing quality service delivery and integrity</i>	<i>Establish Shared Service Centre (SSC) know as Seamless Service Provider for Efficient and Effective Delivery (SPEED) which cover the scope of; a. student services (pilot), b. staff services , c. academic services, d. financial services, e. research & innovation services, f. community engagement services</i>	<i>To have an integrated One stop Centre for all services offered by USM (Use available and emerging technologies to ensure maximum access and choice, and quality of delivery.)</i>	x	x	x	x	<i>At least 80% of business process or service delivery system focuses on customer satisfaction, performance measure, quality assurance & interoperability</i>	<i>Pejabat Pendaftar</i>
	<i>Identify core competency to match service package (Capability requirement) -customer contact as follows;</i> <ul style="list-style-type: none"> <i>Engagement with PTI and its experts</i> 	<i>To develop training modules related to SPEED operation and effective service delivery system.</i>	x	x	x	x	<i>At least 80% of business process or service delivery system focuses on customer satisfaction,</i>	<i>Pejabat Pendaftar</i>

OBJECTIVE :To achieve global prominence (Respected, Referred, Relevant)
 STRATEGY 7 : To provide quality service with “Customer First: mentality”

KEY FOCUS AREA : Services

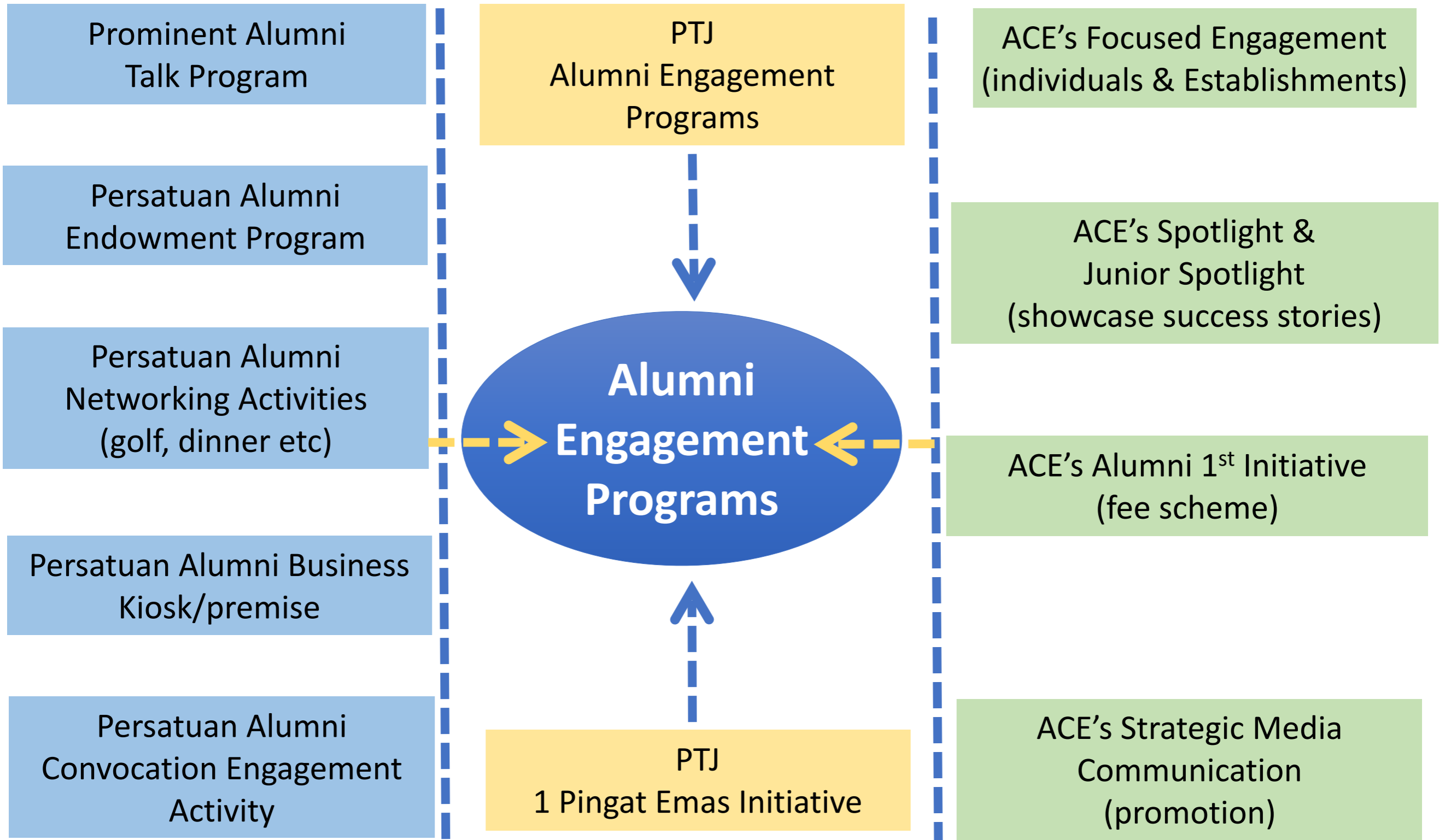
STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	OWNERS
			18	19	20	21		
<i>Enhancing quality service delivery and integrity</i>	<p><i>Identify core competency to match service package (Capability requirement) - back-end service delivery stage as follows;</i></p> <ul style="list-style-type: none"> <i>Engagement with PTI and its experts</i> <i>Conduct training for simulation for SPEED operation & function</i> <p><i>Conduct post-mortem to get information on staff competencies at back-end service delivery stage</i></p>	<i>To develop training modules related to SPEED operation and effective service delivery system. (customer contact)</i>	x	x	x	x	<i>At least 80% of business process or service delivery system focuses on customer satisfaction, performance measure, quality assurance & interoperability</i>	<i>Pejabat Pendaftar</i>

Thank You

PERSATUAN ALUMNI

PTJ

ACE

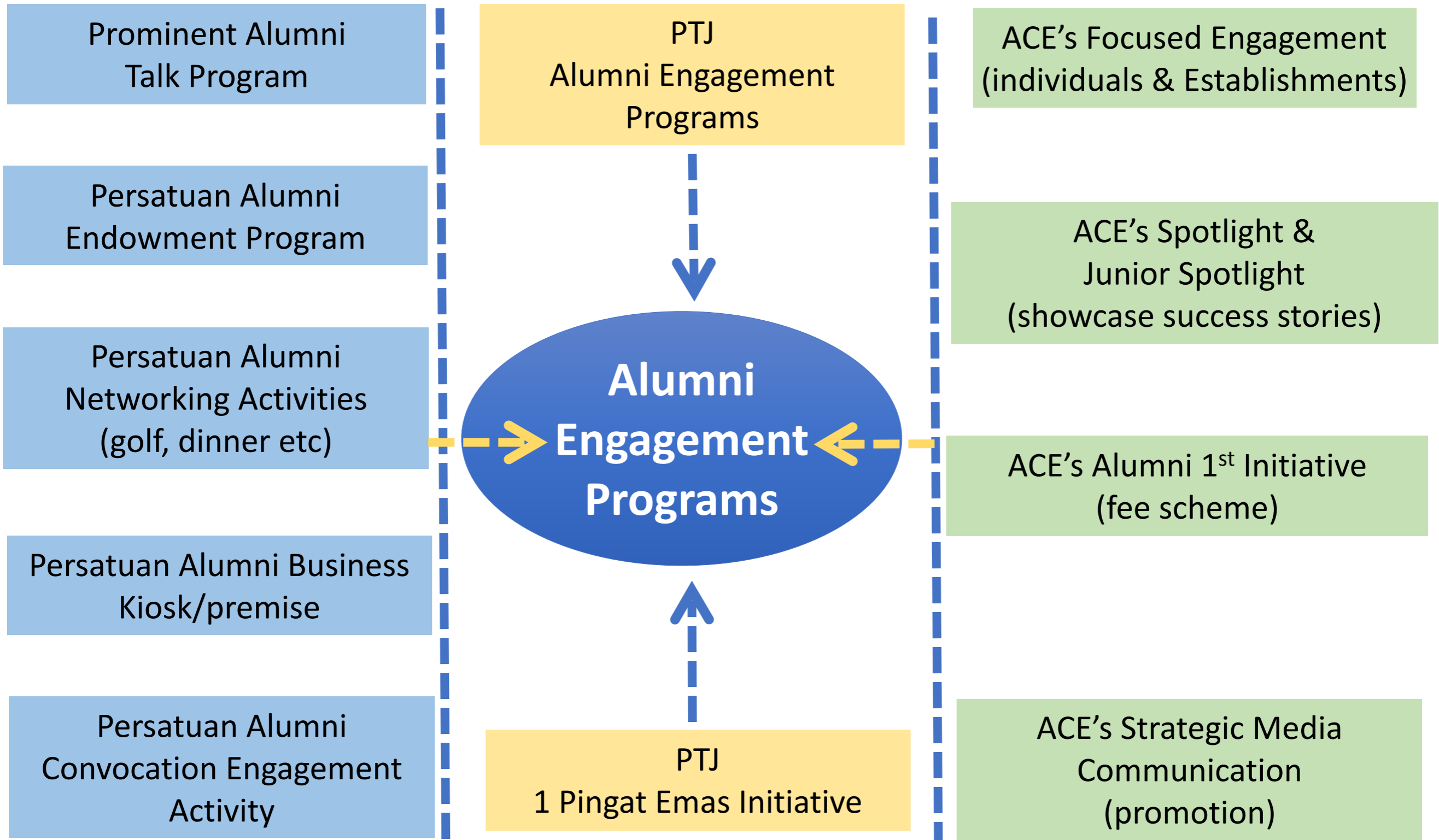


THANK YOU

PERSATUAN ALUMNI

PTJ

ACE



7

Key



STRATEGIES TO BECOME THE PREFERRED UNIVERSITY BY DESIGN

- 1 To position USM respectably in global standing
- 2 To offer academic programs that are preferred globally
- 3 To provide quality learning experience that meets global expectations
- 4 To produce quality research that would benefit the global community
- 5 To conduct action oriented community engagements that are current and substantial based on translational research
- 6 To intensify networking and linkages with global partners and alumni
- 7 To provide quality service with customer first mentality