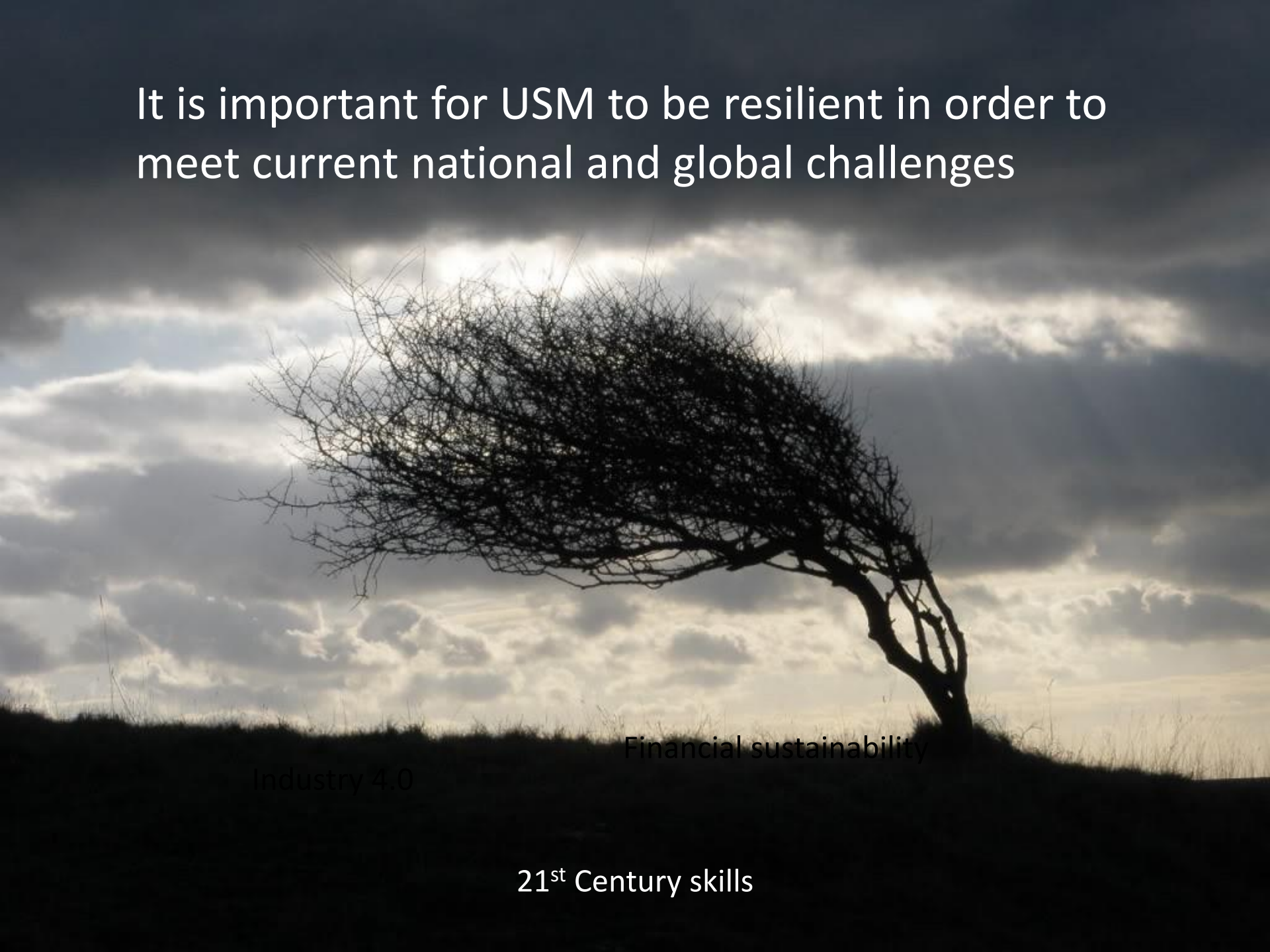
USM Strategic Plan (2019-2021)

The Preferred University

(by Design)

Updated June 2019

It is important for USM to be resilient in order to meet current national and global challenges



Workshop lab (Langkawi) 2015

Blueprint alignment lab (Gurney) 2018

1st Presentation to LGU (KL) 10.12.18

Mini lab (10.2.2019)

Consolidation with top management
(JKPU 13 Feb 2019)

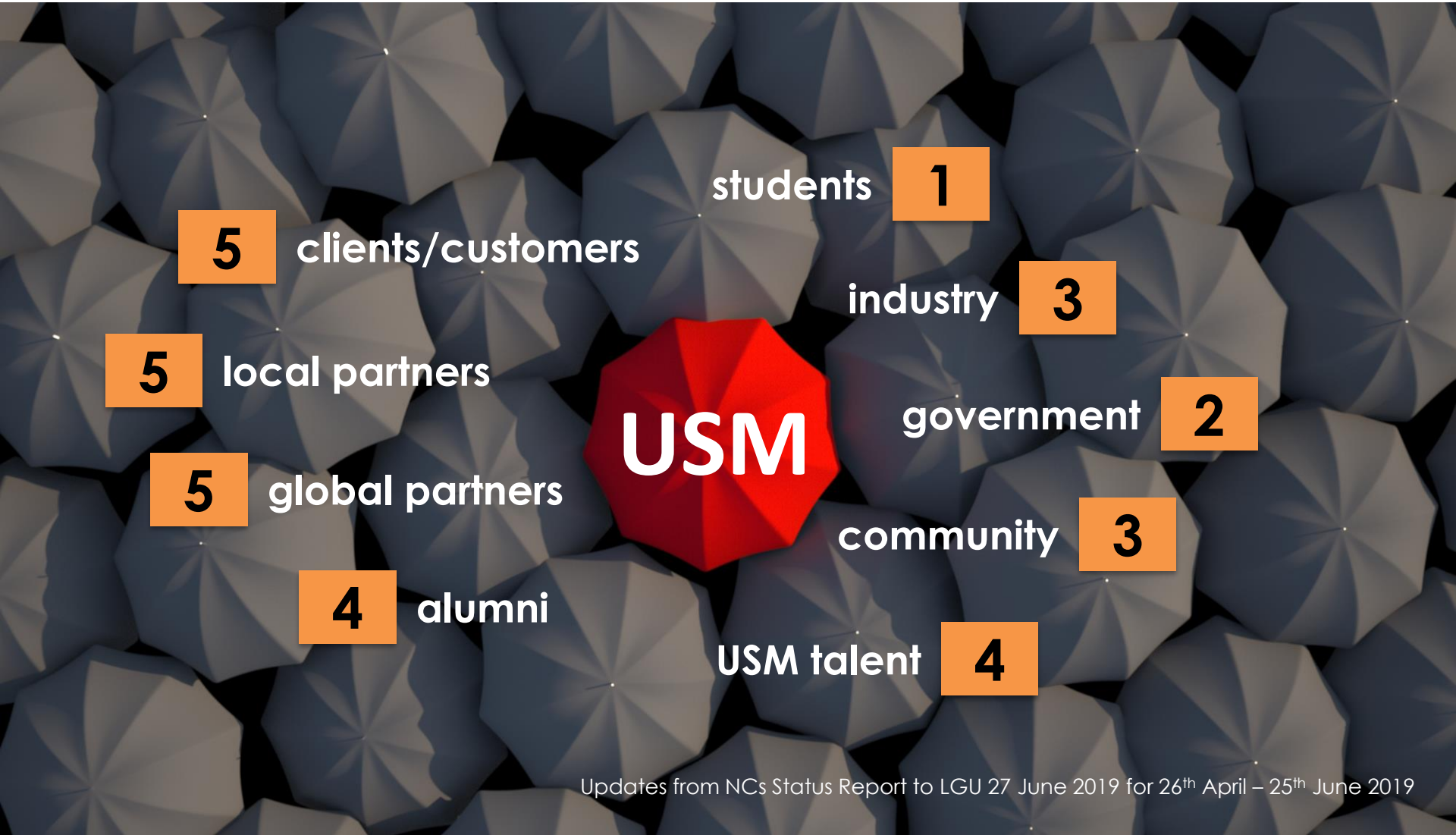
2nd Presentation to LGU
27 Feb 2019

Taklimat Implementasi Pelan Tindakan Berasaskan Pelan Strategik USM 2019-2021 kepada Ketua-ketua Jabatan 13 March - USM Strategic Plan (2019-2021)

ARE WE THE UNIVERSITY OF CHOICE??

University of CHOICE

IPSC PLAY VITAL ROLES



Updates from NCs Status Report to LGU 27 June 2019 for 26th April – 25th June 2019

Expected impacts from stakeholders

- Provide Stock of creative talent
- Provide new knowledge
- Spearhead economic development
- Spearhead societal development
- Create knowledge networks (industry/National/global)
- Branding and positioning (global prominence and spotlight)

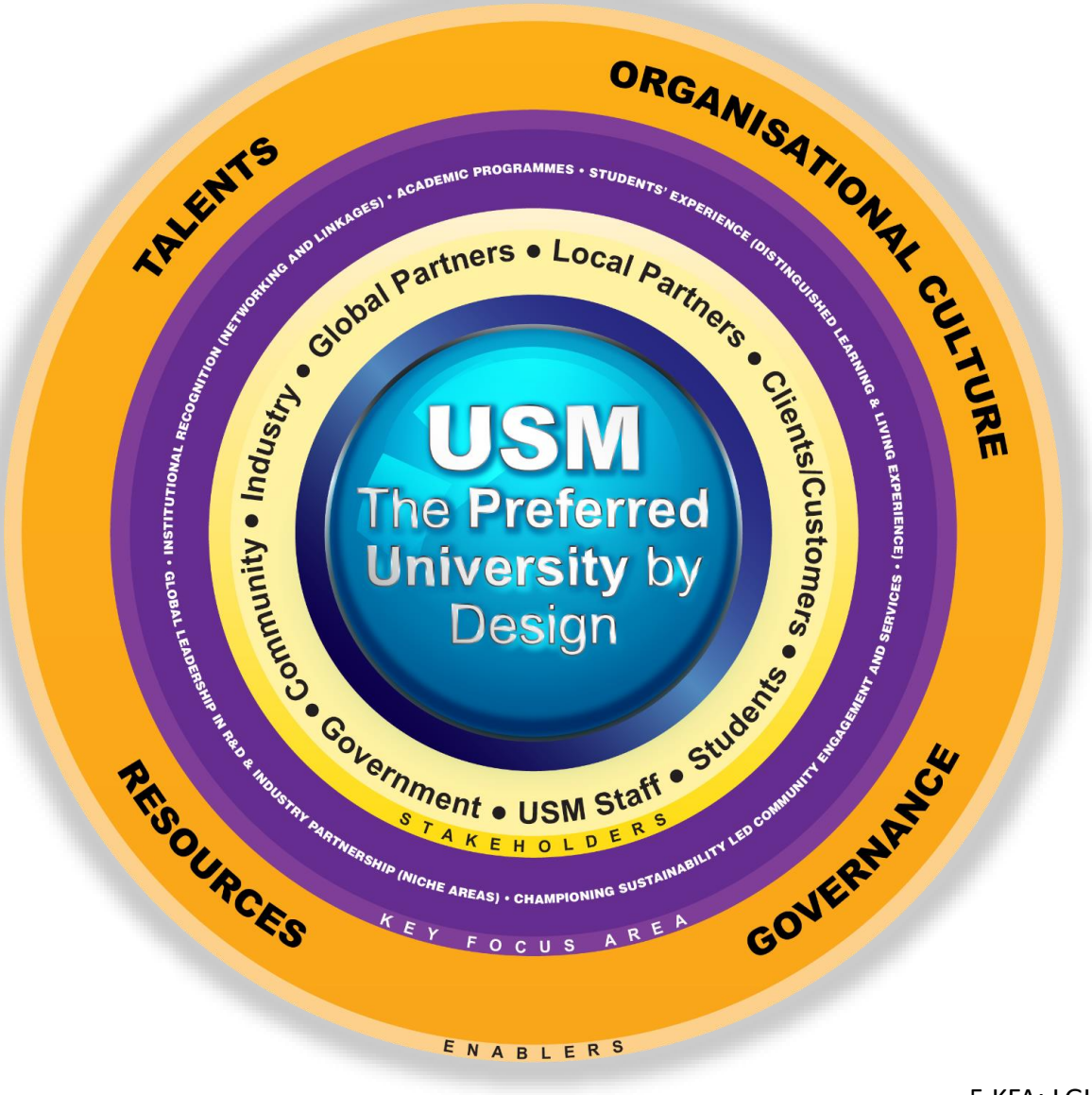
Updates from NCs Status Report to LGU 27 June 2019 for 26th April – 25th June 2019

6 KEY STRATEGIC OBJECTIVES

TO BECOME THE PREFERRED UNIVERSITY BY DESIGN

1. To offer “future relevant” academic programs and provide distinguished learning and living experience towards nation building and meeting global expectations
2. To produce HEBAT students that are values internalized, inter-cultural competent and being a global citizen
3. To become the beacon for world’s best to be at USM
4. To produce HOMEGROWN industry-driven quality research in selected niche areas (sustainability led) that would move SME to become a global player and benefit the global community
5. To conduct impactful community engagements that are current and substantial based on translational research
6. To intensify engagement with alumni towards contributing back to USM

USM Strategic Plan Framework 2019-2021



5 KFA: LGU_127, 27 Jun 2019

5 KEY FOCUS AREAS

Institutional Recognition
(networking and linkages)

Championing Sustainability Led Community Engagement and Services

Academic Programmes

Reduction from 8 KFAs

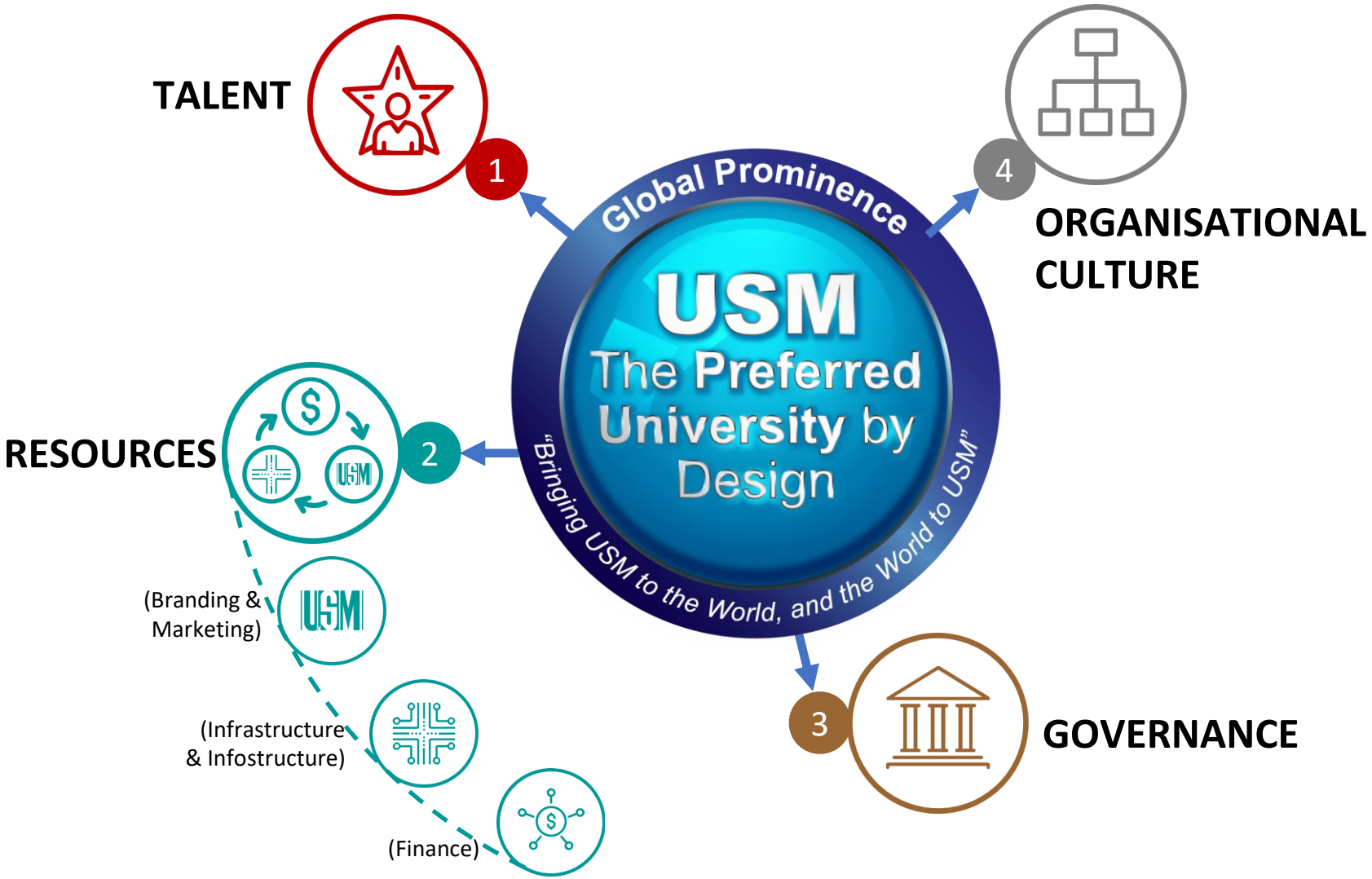
Distinguished learning & living experience

Students' Experience

Global leadership in R&D & Industry Partnership (niche areas)

Updates from NCs Status Report to LGU 27 June 2019 for 26th April – 25th June 2019

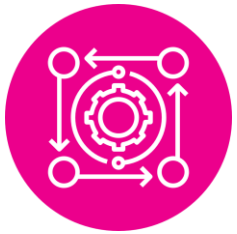
4 KEY ENABLERS



Updates from NCs Status Report to LGU 27 June 2019 for 26th April – 25th June 2019

DASHBOARD >> KFA

5
KFA



6
KFA Strategies

15
Strategic Initiatives

70
Activities

DASHBOARD >> ENABLERS

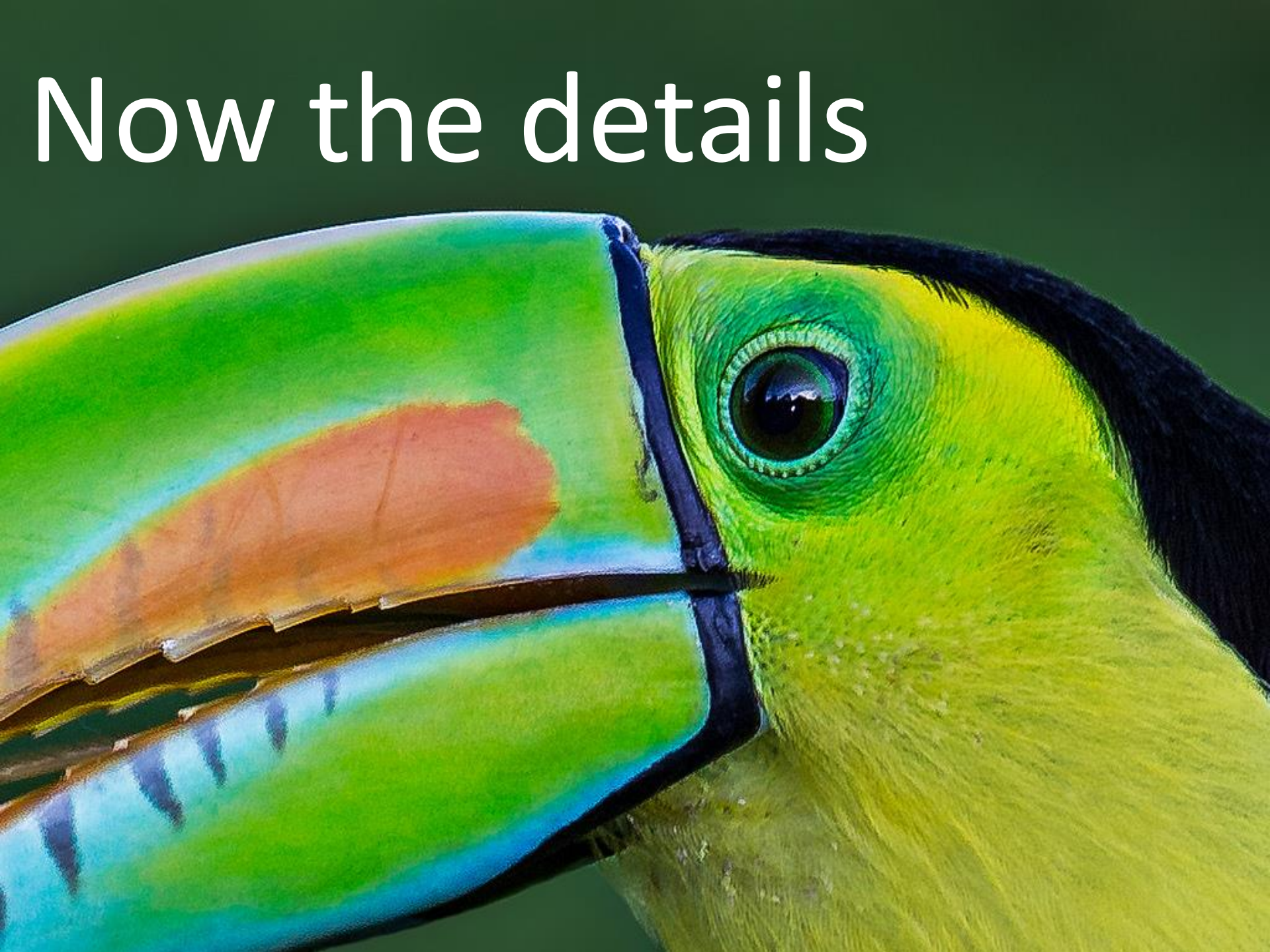
4
ENABLERS

9
ENABLERS Strategies

23
Strategic Initiatives

58
Activities

Now the details



Key Focus Area 1: INSTITUTIONAL RECOGNITION (NETWORKING AND LINKAGES)

Key Question	**How can we ensure that we are respected, referred and relevant?**
Key Change	**Strengthen our core areas (academic, research, services)**
Strategic Objectives	**To become the beacon for world's best to be at USM**
	To intensify engagement with alumni towards contributing back to USM

Strategies

To position USM respectably in global standing

To intensify networking and linkages with global partners and alumni

Strategic Initiatives

- To be competitive in global benchmarking
- To enhance internationalization agenda in academic programs, student activities and engagement and research & international community engagement
- Advancement in strategic linkages to complement USM's focused value proposition globally
- Engaging our alumni through personal engagements to come back and contribute

Activities

- **Top 100 in QS Rankings**

  To address fundamental core areas in the ranking criteria:
  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

- **To create a map to link researchers and collaborators globally**
- **Internationalization Strategies Enhancement Lab**

- **ACE's Focused Engagement, to be engaging profiled individuals and establishments with high numbers of USM alumni**

- **Alumni Endowment Program**

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.**
Strategic Objectives	**To offer "future relevant" academic programs and provide distinguished learning and living experience towards nation building and meeting global expectations**

Strategies

To position USM's academic program for the global market

Strategic Initiatives

- Globally preferred academic programs
- Experiential learning as our strategic differentiation
- Unique learning experience through Frivoducation

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: STUDENT EXPERIENCE (DISTINGUISHED LEARNING & LIVING 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**
Strategic Objectives	**To produce HEBAT students that are values internalized, inter-cultural competent and being a global citizen**

Strategies

To provide quality learning experience that meets global expectations

Activities

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

JORaN (Job Opportunities Recruitment and Networking)

Strategies Initiatives

- Fostering global mindset
- To produce 21st Century Skills and values infused students through HEBAT agenda
- To ensure students are proud to be "USM"
- To provide conducive new living experience
- To provide productive learning experience

Alumni Endowment Program

"Internationalisation at Home Program"

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

Hostel Transformation Plan by 3 tier Program

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

Key Focus Area 4: GLOBAL LEADERSHIP IN R&D INDUSTRY PARTNERSHIP (NICHE AREAS)

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**
Strategic Objectives	**To produce HOMEGROWN industry-driven quality research in selected niche areas (sustainability led) that would move SME to become a global player and benefit the global community**

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)
- Positioning the HiCoEs towards global level
- New Technology consortium with industry partners (covering more research areas: E.g. Halal, Medical, ICT, Automatino)
- Restructuring research cluster and mapping with demand driven areas and challenges to create Clusters/Nexus
- To allocate matching funds with industries
- To encourage more academic staffs to conduct research attachments at industry (minimum 3 months)

Key Focus Area 5: CHAMPIONING SUSTAINABILITY LED COMMUNITY ENGAGEMENT & SERVICES

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**
Strategic Objectives	**To conduct impactful community engagements that are current and substantial based on translational research**

Strategies

To conduct action oriented community engagements that are current and substantial based on translational research

Strategic Initiatives

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

Activities

- Communization of Knowledge Through Research Innovation for Community Development (USM PRIHATIN)
  1. MRUN Translational Research Grant
  2. INNO4C Program (Innovation for Community)
- 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)

USM
strategic
differentiation

Key Focus Areas 1

Strategic Initiatives

Institutional Recognition

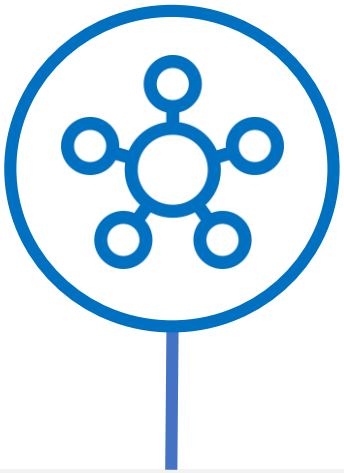
(networking and linkages)

1. To be competitive in global benchmarking
2. To enhance internationalization agenda in academic programs, student activities and engagement and research & international community engagement
3. Advancement in strategic linkages to complement USM's focused value proposition globally
4. Engaging our alumni through personal engagements to come back and contribute

Anchor university for Malaysia's international hub

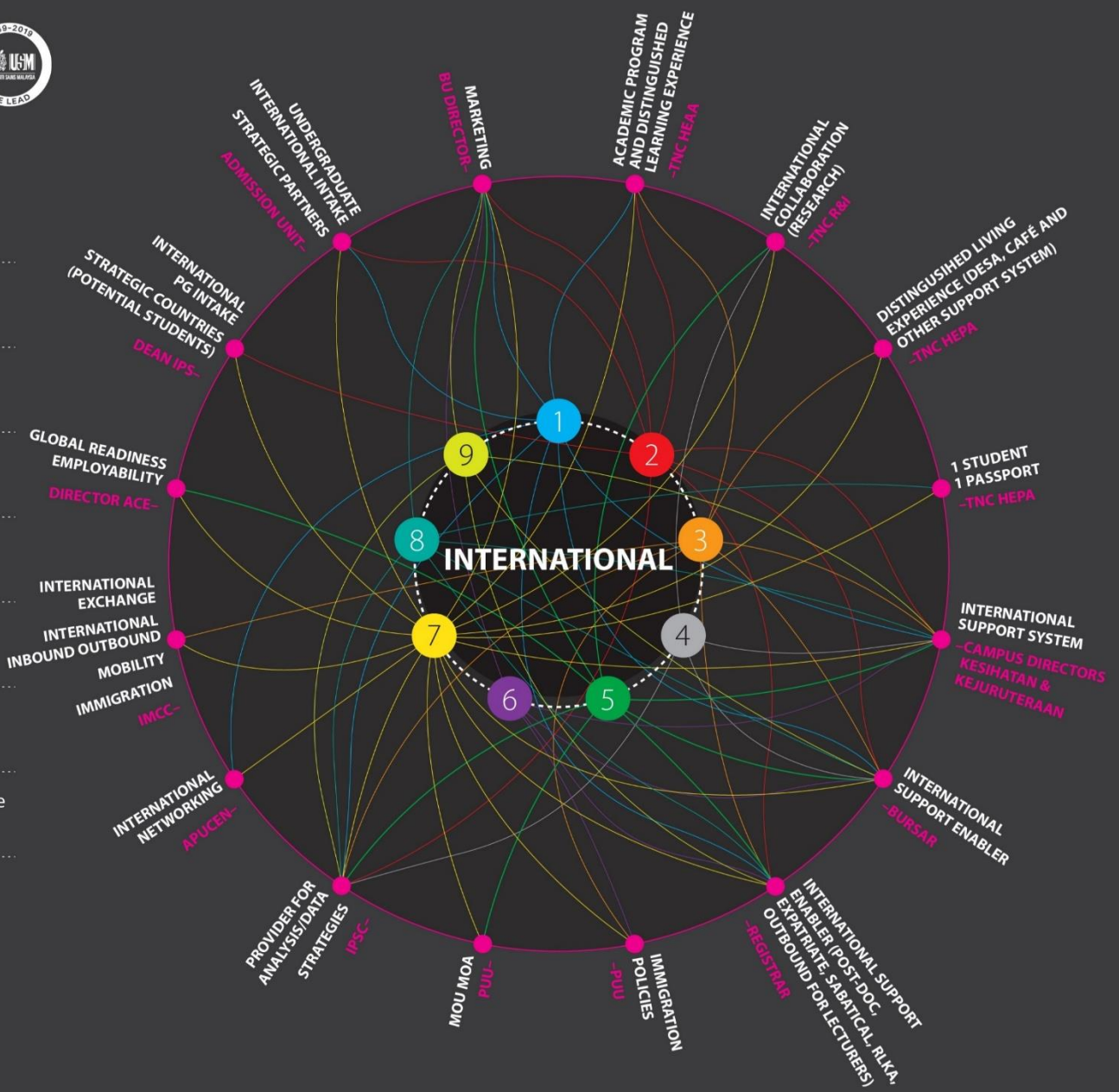
> Top 100 in QS Rankings / Subject Rankings

> THE University Impact Rankings

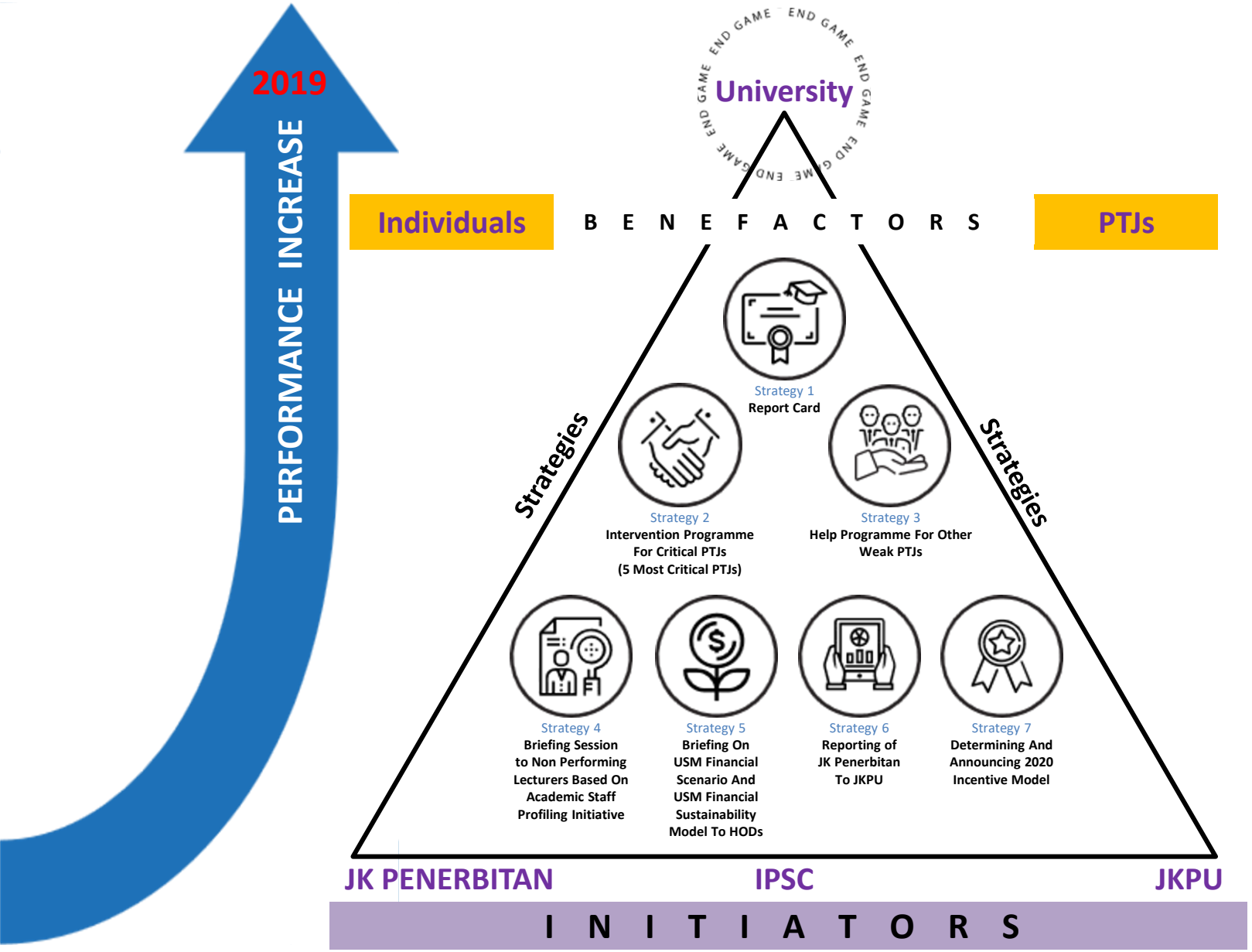


Internationalisation Mapping

1. To position USM respectably in global standing
2. To position academic programs for the global market
3. To provide quality learning experience that meets global expectations
4. To Produce quality research that would benefit the global community
5. To intensify networking and linkages with global partners and alumni
6. To drive talent excellence based on quality, values, ethics, integrity and wellness
7. To elevate branding and marketing through brand name and visibility
8. To ensure USMs infrastructure and infostructure support the learning and living experience
9. To ensure financial sustainability by focusing in business and sustainability



USM MYRA Performance Enhancement Model



Key Focus Areas 2

Strategic Initiatives

Academic Programs
(Distinguished learning & living experience)

1. Experiential learning as our strategic differentiation
2. Globally preferred academic programmes
3. Unique learning experience through Frivoducation

3

> **Globally preferred academic programmes that are future relevant.**

> **Distinguished learning experience as a strategic differentiator (e.g. innovative programs, experiential learning, global exposure)**

Key Focus Areas 3

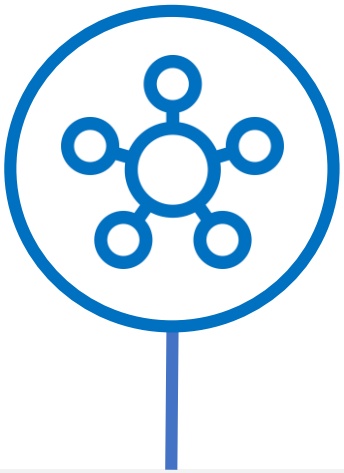
Students' Experience

(Distinguished learning & living experience)

Strategic Initiatives

1. To produce 21st Century Skills and values infused students through HEBAT agenda
2. To ensure students are proud to be "USM"
3. To provide conducive new living experience
4. To provide productive learning experience
5. Fostering global mindset

5



> **Fostering global mindset through the inculcation of inter-cultural competencies and global citizenship (via "Internationalisation@home" and "One Student One Passport")**

> **Fostering HEBAT Agenda to ensure 21st Century skills and values infused students**

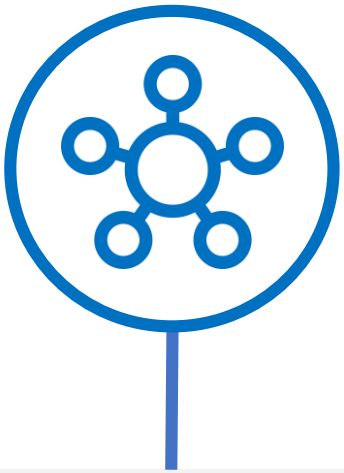
> **USM students proud to be in USM through "I am USM" initiatives**

Key Focus Areas 4	Strategic Initiatives

Global leadership in R&D & Industry Partnership
(Niche areas)

1. Producing “High Tech” and “High Touch” Research to enhance societal well being
2. Energizing the industry via intensifying smart partnership collaboration from day 1. “USM Drives, Industries Thrive”

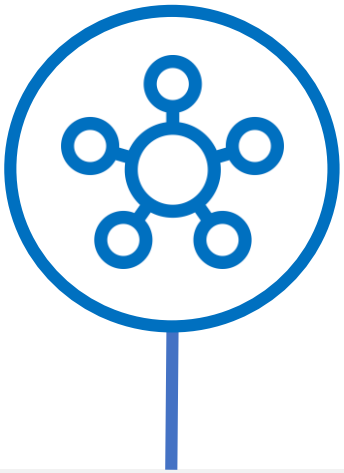
2



“USM Drives Industries Thrive”

Key Focus Areas 5

Championing Sustainability Led Community Engagement and Services



Strategic Initiatives

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

Enabler

1. TALENTS (Staff)

"We are USM"

Driving Talent Excellence

- Quality
- Values
- Ethics
- Integrity
- Wellness

Strategic Initiatives

1. Ensuring quality service and values infused in our staff through USM Competency Framework
2. Providing an ecosystem that promotes physical and mental wellness (Happiness Index
3. Aligning appraisal and promotion with USM strategic direction
4. Identify 30 potential leaders among Deans/Directors and 30 of young lecturers between the ages of 30 to 40 years
5. Profiling, gap analysis, develop special training programs and monitor their performance
6. Develop a new format of performance appraisal for HOD
7. Buy-in process (at PTJ level)
8. Review promotion criteria for Professor (C.B.A) (Quantitative and Qualitative)

Enabler

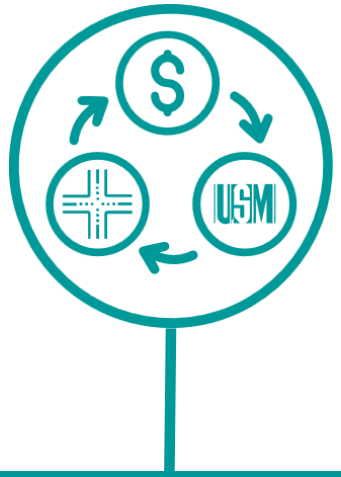
2. RESOURCES (Branding & Marketing)

Elevating Branding & Marketing

- Brand name
- Marketing
- Reputation
- Visibility

Strategic Initiatives

1. Positioning APEX as USM brand name
2. Marketing USM Core Areas through USM Marketing Unit
3. Measuring global competitiveness through Global Magnetic Index



Enabler

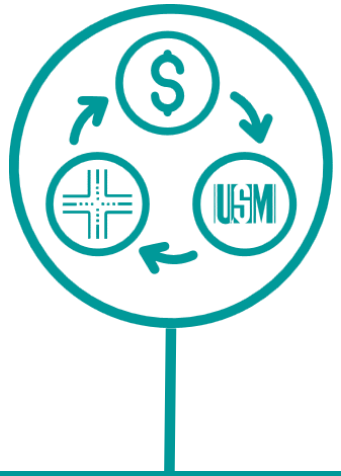
2. RESOURCES (Infrastructure & Infostructure)

Providing the Infrastructure & Infostructure

- Quality
- Comfort
- Conducive

Strategic Initiatives

1. USM Global Village (physical space)
2. Conducive learning & living experience



2

Enabler

2. RESOURCES (Finance)

"Supporting Excellence Through Financial Sustainability"

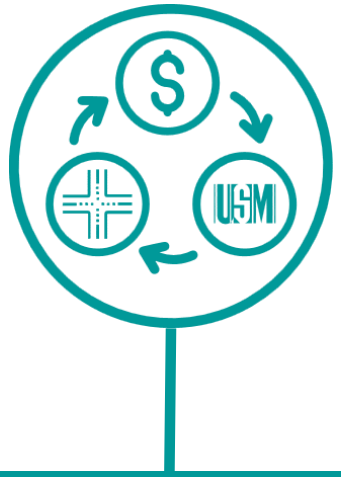
Ensuring Financial Sustainability

- Business
- Sustainability

Strategic Initiatives

Institution

1. Optimization, savings and income generation as the catalyst for financial sustainability
2. Commercializing Academic Programs and Ideas
3. Asset Monetization for Income Generation



Enabler

3. GOVERNANCE

"We Unlock"

Transforming Governance

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

Strategic Initiatives

Institution

1. Unlocking unnecessary policies and bureaucracies
2. Autonomy with Accountability

2

R.E.A.C.H.

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

Enabler

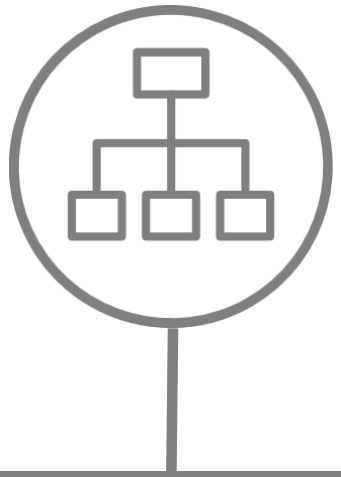
4. ORGANISATIONAL CULTURE

Getting the right mindset

- Ethics
- Integrity
- USM Style
- Entrepreneurial Orientation

Strategic Initiatives

1. Inculcating global mindset (intercultural competency)
2. Financial sustainability mindset
3. Customer first mentality
4. Promoting physical and mental wellness (Happiness Index)
5. Doing it #USMstyle



zooming in on the details_KFAs

KEY FOCUS AREA 1: INSTITUTIONAL RECOGNITION (NETWORKING AND LINKAGES)

STRATEGY 1: To position USM respectably in global standing

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
To be competitive in global benchmarking	Top 100 in QS World University Rankings To enhance strategies addressing the ranking criteria: I. Research and publication workshop II. Quality of academic program III. International student intake through admission IV. Publications & Research Task Force	Position in QS World University Rankings 2019: Top 180 2020: Top 140 2021: Top 100 INITIATIVE 2: 1 additional publication per staff	x	x	x	Respected international standing	DVC ACADEMIC AND INTERNATIONAL DVC RESEARCH AND INNOVATION DIRECTOR,IPSC
	Top 100 in QS Subject Rankings To enhance strategies addressing the ranking criteria: 1. Research and publication workshop 2. Quality of academic program 3. International student intake through admission 4. Publications & Research Task Force	Position in QS WUR by Subject Ranking 2019 : 2 programme listed 2020 : 4 programme listed 2021 : 1 programme in Top 50, 4 programme in Top 100	x	x	x	Respected international standing	

KEY FOCUS AREA 1: INSTITUTIONAL RECOGNITION (NETWORKING AND LINKAGES)

STRATEGY 1: To position USM respectably in global standing

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
To be competitive in global benchmarking	3. -Top 100 in THES University Impact Rankings 1. Improve data management and record keeping 2. Strategizing based ranking criteria 3. Appointment of Section Heads	Position in THES University Impact Ranking 2019: Top 100 2020: Top 40 2021: Top 20	x	x	x	Respected international standing	DVC ACADEMIC AND INTERNATIONAL DVC RESEARCH AND INNOVATION DIRECTOR,IPSC
	To develop and implement the USM MyRA Performance Enhancement Model [7 Strategies] Strategy 1 : Report Card Strategy 2:Intervention Programme for Critical PTJS Strategy 3 : Help Programme for Other Weak PTJs Strategy 4: Briefing Session to Non Performing Lectures Based on Academic Staff Profiling Initiative Strategy 5 :Briefing on USM Financial Scenario and USM Financial Sustainability Model to HODs Strategy 6:Reporting of JK Penerbitan to JKPU Strategy 7:Determining and Announcing 2020 Incentive Model	Position in MyRA Ranking 2021: Top 2	x	x	x	Respected international standing	DIRECTOR,IPSC

KEY FOCUS AREA 1: INSTITUTIONAL RECOGNITION (NETWORKING AND LINKAGES)
STRATEGY 2: To position USM respectably in global standing

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
To enhance internationalization agenda in academic programs, student activities and engagement and research & international community engagement	Internationalization Strategies Enhancement Lab	A comprehensive Internationalization Enhancement Strategies Canvas developed for Implementation	x			Internationalization agenda will be achieved strategically and efficiently	DIRECTOR,IPSC

KEY FOCUS AREA 1: INSTITUTIONAL RECOGNITION (NETWORKING AND LINKAGES)
STRATEGY 2: To position USM respectably in global standing

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Advancement in strategic linkages to complement USM's focused value proposition globally	To create a map to link researchers and collaborators globally	Development of map	x			Map of targets, where and what	DVC RESEARCH AND INNOVATION
	To identify suitable collaborators and encourage application of international research attachment fellowships	Increase in international research attachment fellowships 2019,2020, 2021	x			New collaborations	
	To compile a list of available international grants	List of international grants	x			Increase in number of International grant applications	
	To encourage the young staffs to co-apply for international research grants and co-publish with their Alma Mater	Increase in international research grants application 2019, 2020, 2021.	x			Collaborative initiative , joint papers, joint research project and supervision	

KEY FOCUS AREA 1: INSTITUTIONAL RECOGNITION (NETWORKING AND LINKAGES)
STRATEGY 2: To intensify networking and linkages with global partners and alumni

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Engaging our alumni through personal engagements to come back and contribute	Prominent Alumni Talk Program	Minimum of 6 prominent alumni/USM-related focusing on recalling the intimate moment related to the establishment of USM back in 1969 (2019)	x			Engagement and instil the history of alma mater	DVC STUDENT DEVELOPMENT AFFAIRS AND ALUMNI
	Alumni Endowment Program	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. INITIATIVE 18: 1 alumni engagement per PTJ 1 pingat Emas per PTJ	x			To have 2 recipient of Gold Medal yearly during convocation. Collecting fund to build Rumah Alumni.	
	Persatuan Alumni Business Kiosk/Premise	To have 6 kiosk/premises for young entrepreneurial alumni in conjunction with the establishment of Rumah Alumni	x			Nurture and develop entrepreneurial skills for potential business minded among alumni	
	Persatuan Alumni Convocation Engagement	To have at least 50% of graduan subscribe for membership during convocation	x			Increase participation from alumni and increase the visibility of Persatuan to the public.	

KEY FOCUS AREA 3: INSTITUTIONAL RECOGNITION (NETWORKING AND LINKAGES)
STRATEGY 2: To intensify networking and linkages with global partners and alumni

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Engaging our alumni through personal engagements to come back and contribute	ACE's Focused Engagement, to be engaging profiled individuals and establishments with high numbers of USM alumni	Minimum of 48 individuals and 52 establishments to be engaged per year. INITIATIVE 18: 1 alumni engagement per PTJ 1 pingat Emas per PTJ	x			Telethon Initiative to keep in touch and get engaged with USM alumni.	DVC STUDENT DEVELOPMENT AFFAIRS AND ALUMNI
	ACE's Spotlight and Junior Spotlight that showcases alumni's success stories.	Personally designed congratulatory posters (web and individual copy)	x			Congratulatory posters distributed to successful alumni	
	ACE's Alumni 1st Initiative *Alumni Fee proposal for academic program and projects (short-courses, conferences etc.) *Preference for alumni to be in ICAP panels, examiners etc	Alumni Fee scheme and to be included minimally in 5 CoR's annual initiative	x				
	ACE's Strategic Media Communication *Virtual (especially) and mainstream publications to promote USM	Alumni based: *2 strategic videos *1 strategic publication (alumni profile) *1 digital publication/ ver2.0 of ACE USM apps	x			ACE USM apps is installed in Playstore.	

KEY FOCUS AREA 2: ACADEMIC PROGRAMS
STRATEGY 1: To position academic programs for the global market

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Globally preferred academic programmes	To broaden academic programme delivery - To run academic programmes through MOOCS and Microcredential	1 MOOCs initiative per PTJ and 1 Microcredential initiative per PTJ	x	x	x	Accessibility to higher education (globally)	DVC ACADEMIC AND INTERNATIONAL
	Introduce 3 semesters/session	Implement 3 semesters session	x	x	x		
	To introduce creativity and innovation as part of academic curriculum towards producing job creators	Revise academic programs and HEPA Activities to include creativity and innovation	x	x	x		
	Encourage double degree (Arts & Science)	5% of graduates with double degree in Arts & Science	x	x	x	Academic programs in USM positioned at international level	

KEY FOCUS AREA 2: ACADEMIC PROGRAMS
STRATEGY 2: To position academic programs for the global market

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Experiential learning as our strategic differentiation	To execute academic programs competitive analysis: 1. Eliminate/improve non-competitive programmes 2. Elevate in-demand programmes	Number of programmes eliminated/improved/elevated INITIATIVE 5: Addressing Non-Competitive academic programme	x			Competitive programmes	DVC ACADEMIC AND INTERNATIONAL
	Unlocking bureaucracy - To unlock restrictive senate policies	To unlock 5 university policies	x			Inclusive, accessible and affordable programs	
	To facilitate schools in embracing OBE	26 schools embraced OBE	x			All programs are OBE embraced	
	To encourage extensive industry input in academic programs	Number of PTJs engaging with industry on academic programs	x			Industry relevant academic programs	
	To launch academic research grants	Targeted 10 grants awarded in 2019	x			Quality academic programs	
	To introduce international dual/double degrees/off shores by collaborating with international academic institutions	Number of new programmes introduced	x			Global Recognition Financial Sustainability	

KEY FOCUS AREA 2: ACADEMIC PROGRAMS
STRATEGY 2: To position academic programs for the global market

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Experiential learning as our strategic differentiation	To introduce liberal studies as foundation (to be taught during 1st year)	Numbers of programs adopting liberal studies approach as their foundation	x			Academic programs in USM positioned at international level	DVC ACADEMIC AND INTERNATIONAL
	To make service learning (unit beruniform/ khidmat masyarakat/sukarelawan) compulsory component.	All programs should include service learning as compulsory graduation requirement	x			Quality students	
	Encourage gap year	5% of students involved in service learning through gap year	x			Quality students	
	To include experiential learning as part of academic curriculum	Number of academic programs with experiential learning components (volunteerism, community engagements, intercultural activities)	x			Quality value-added academic programmes	
Unique learning experience through Frivoducation	To introduce Frivoducation as part of learning experience	1 Frivoducation initiative per PTJ	x			Quality students	

KEY FOCUS AREA 2: ACADEMIC PROGRAMS
STRATEGY 2: To position academic programs for the global market

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Experiential learning as our strategic differentiation	To include experiential learning as part of HEPA activities	Number of HEPA Activities with experiential learning components (volunteerism, community engagements, intercultural activities)	x			Quality students	DVC STUDENT DEVELOPMENT AFFAIRS AND ALUMNI
	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	10% of USM student participating and involving in artistic and scientific thinking programs.	x			Quality students	

KEY FOCUS AREA 3: STUDENTS EXPERIENCE (DISTINGUISHED LEARNING & LIVING EXPERIENCE)
STRATEGY 1: To provide quality learning experience that meets global expectations

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Fostering global mindset	"One Student One Passport" Initiatives : e.g. Summer School, Exchange Programmes, Site Visits, Industrial Attachment, etc	800 students sent for experiential learning abroad	x			Students with Global Mindset	DVC ACADEMIC AND INTERNATIONAL
	Internationalisation at Home Program" : e.g. Establishment of USM International Society (USMi)	Number of programmes organised will be 20 with involvement by 500 local students	x			Students with Global Mindset	
	To create programs and activities that would foster inter-cultural competency among USM Global residents (International Food stall, Festivals, Frivoducation etc)	Number of programmes organised will be 20 with involvement by 1000 USM community	x			Students with Global Mindset	
To produce 21st Century Skills and values infused students through HEBAT agenda	To incorporate HEBAT attributes in academic programmes	HEBAT INDEX attributes incorporated into academic programmes	x			HEBAT students	DVC STUDENT DEVELOPMENT AFFAIRS AND ALUMNI

KEY FOCUS AREA 3: STUDENTS EXPERIENCE (DISTINGUISHED LEARNING & LIVING EXPERIENCE)
STRATEGY 1: To provide quality learning experience that meets global expectations

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	OWNERS
			19	20	21		
To produce 21st Century Skills and values infused students through HEBAT agenda	To develop HEBAT INDEX and incorporate HEBAT attributes in HEPA based activities	HEBAT INDEX HEBAT Attributes INITIATIVE 3: 1 new initiative per PTJ/central	x			HEBAT Students	DVC STUDENT DEVELOPMENT AFFAIRS AND ALUMNI
	To focus on entrepreneurship and creating job creators amongst students by focusing on creativity and innovation mindset	Number of students who are job creators	x	x	x	Job Creators	
	EPIC to create a Blueprint on "Future High Value Job Creators"	Blueprint on "Future High Value Job Creators" developed	x	x		High quality job creators	

KEY FOCUS AREA 3: STUDENTS EXPERIENCE (DISTINGUISHED LEARNING & LIVING EXPERIENCE)
STRATEGY 1: To provide quality learning experience that meets global expectations

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	OWNERS
			19	20	21		
To ensure students are proud to be "USM"	"I am USM" initiative	All initiatives carried out	x			Proud USM students	DVC STUDENT DEVELOPMENT AFFAIRS AND ALUMNI
To provide conducive new living experience	Hostel Transformation Plan by 3 tier Program	Number of hostel to develop by phase	x			The Best Accommodation Quality	
To provide productive learning experience	JORaN (Job Opportunities Recruitment and Networking)	To Develop JORaN System	x			Jobs on Campus	

KEY FOCUS AREA 4: GLOBAL LEADERSHIP IN R&D INDUSTRY PARTNERSHIP (NICHE AREAS)
STRATEGY 1: To Produce quality research that would benefit the global community

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Producing "High Tech" and "High Touch" Research to enhance societal well being	Preparation on Call for Proposal for Top Down Projects based on identified prioritised area	Call for Proposal: (CFP) 2020 - 2 2019- 2 2021 - 2 INITIATIVE 8 : 1 new product per PTJ	x			Research outcomes that contribute to nation building. Research to be more focused on identified themes.	DVC RESEARCH AND INNOVATION
	Preparation of Research Blueprint (10 years)	First draft of the Blue Print by the end of 2019	x	x	x		
	Establishment of Data Analytics and Intelligence Centre to manage research data	An operational data centre	x	x		Centre to become referred training centre and involved in data management and analysis	

KEY FOCUS AREA 4: GLOBAL LEADERSHIP IN R&D INDUSTRY PARTNERSHIP (NICHE AREAS)
STRATEGY 1: To Produce quality research that would benefit the global community

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Producing "High Tech" and "High Touch" Research to enhance societal well being	Dedicated website for promoting blockbuster research within USM: CurioUSMMind	Launching of Website by first quarter 2019	x			Global research community aware of the happenings in USM to attract international students	DVC RESEARCH AND INNOVATION
	Encourage researchers to publish their work in Mass Media Note: Science journalism, social media, Penerbit USM and webinars	Written articles in mass media: 2019: 5% of researcher population 2020: 15% of researcher population 2021: 25% of researcher population articles	x	x	x	Increased collaboration, number of visitors to USM and students	
	Develop/adopt a comprehensive directory of experts in USM	Launching of Directory of Experts 2.0 by first half of 2019	x	x			

KEY FOCUS AREA 4: GLOBAL LEADERSHIP IN R&D INDUSTRY PARTNERSHIP (NICHE AREAS)
STRATEGY 1: To Produce quality research that would benefit the global community

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Producing "High Tech" and "High Touch" Research to enhance societal well being	Positioning the HiCoEs towards global level	Global HiCoEs	x	x	x	Increased collaboration, number of visitors to USM and students	DVC RESEARCH AND INNOVATION
	To develop and establish publication policy for USM	To establish the policy by first half of 2019	x			Increased collaboration, number of visitors to USM and students	
	Moving up of CoEs towards HICoEs	Increment of CoEs score in HICoEs instrument by 10% per year	x	x	x	More recognized CoEs at national and international level.	

KEY FOCUS AREA 4: GLOBAL LEADERSHIP IN R&D INDUSTRY PARTNERSHIP (NICHE AREAS)
STRATEGY 1: To Produce quality research that would benefit the global community

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Producing "High Tech" and "High Touch" Research to enhance societal well being	Establish a Search Committee for Research Award to market our Research Icons	Increase in number of researchers gaining reputable international awards: 2019: 2% of population 2020: 5% of population 2021: 8% of population	x			Publicity for USM to attract international students	DVC RESEARCH AND INNOVATION
	Highlight personal life profile of successful researchers in USM. Note: Link personal life for their success story and personalized website. Involvement in global competition – engage international stakeholders.	Increase citation, invitation as keynote speakers	x			Increased citation, invitation as keynote speakers	
	New Technology consortium with industry partners (covering more research areas: E.g. Halal, Medical, ICT, Automation)	Consortium established: Halal - Nexus Life Sciences Connected Helthcare - Nexus Medical & Health Sciences FinTech - Nexus Social Sciences & Humanitites Automation - Nexus Engineering	x			Bring together public and private sector to develop initiatives for technology and innovation needs under specified areas.	

KEY FOCUS AREA 4: GLOBAL LEADERSHIP IN R&D INDUSTRY PARTNERSHIP (NICHE AREAS)
STRATEGY 1: To Produce quality research that would benefit the global community

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Energizing the industry via intensifying smart partnership collaboration from day 1. "USM Drives, Industries Thrive"	To provide incentives for publication fees for publication with industries To give additional recognition to publication associated to the industry – Identify the niche areas: - to continually update the database (ICNIS) of institution/expertise/industry to support and engage industry collaboration Sanggar Sanjung and promotion criteria	% of publications with industry (particularly those listed in Forbes 2000 & Fortune 500 companies)/ community): 2019 - 5% 2020 - 10% 2021 - 15% - Industry funded grant - Industrial Attachment - Industry in the classroom - Number of Moa/MoU 2019 – 5 2020 – 5 2021 – 10 INITIATIVE 10: 1 strong industry partner per PTJ	x			More impactful research to community and industry	DVC RESEARCH AND INNOVATION
	To diversify research funding that incorporates co-funding from stakeholders	Facilitation to get co-funding research project by stakeholders 2019 - 4 projects 2020 - 8 projects 2021 - 12 projects INITIATIVE 9 1 new initiative per PTJ	x			Stretching the dwindling research funding	
	To allocate matching funds with industries	Number of projects co-funded with industry (Minimum 50K/project): 2019 - 10 projects 2020 - 30 projects 2021 - 50 projects	x			Funding for matching grant allocation of RM300,000 approved by the University. 4 applications received and 2 projects approved: PixArt Imaging - PPK EE MDC Concrete - HBP	

KEY FOCUS AREA 4: GLOBAL LEADERSHIP IN R&D INDUSTRY PARTNERSHIP (NICHE AREAS)
STRATEGY 1: To Produce quality research that would benefit the global community

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Energizing the industry via intensifying smart partnership collaboration from day 1. "USM Drives, Industries Thrive"	To encourage more academic staffs to conduct research attachments at industry (minimum 3 months)	Percentage of academic staff: 2019 - 5% 2020 - 7% 2021 - 9%	x			More technology transfer	DVC RESEARCH AND INNOVATION
	To involve industries in grant evaluation and product development	All Top-down research grants must involve industries in evaluation procedures	x			More technology transfer	
	To set up innovation commercialization fund sourced through royalty or endowment	RM 500,000	x			More technology transfer	
	To undertake pitching sessions to targeted group of industries	One theme every quarter	x			More technology transfer	

KEY FOCUS AREA 4: GLOBAL LEADERSHIP IN R&D INDUSTRY PARTNERSHIP (NICHE AREAS)
STRATEGY 1: To Produce quality research that would benefit the global community

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Energizing the industry via intensifying smart partnership collaboration from day 1. "USM Drives, Industries Thrive"	To have virtual thematic showcase of IPs and invite related industries globally	One theme every quarter	x			More technology transfer	DVC RESEARCH AND INNOVATION
	Establishment of a platform to allow idea sharing and fertilization.: webinar, chat room	Café to be organized once a month	x			More technology transfer	
	Restructuring research cluster and mapping with demand driven areas and challenges to create Clusters/ Nexus	Research strengths and research areas identified and Clusters formed. 2019 - Minimum 4	x			More technology transfer	

KEY FOCUS AREA 5: CHAMPIONING SUSTAINABILITY LED COMMUNITY ENGAGEMENT AND SERVICES
STRATEGY 1: To conduct action oriented community engagement that is current and substantial based on translational research

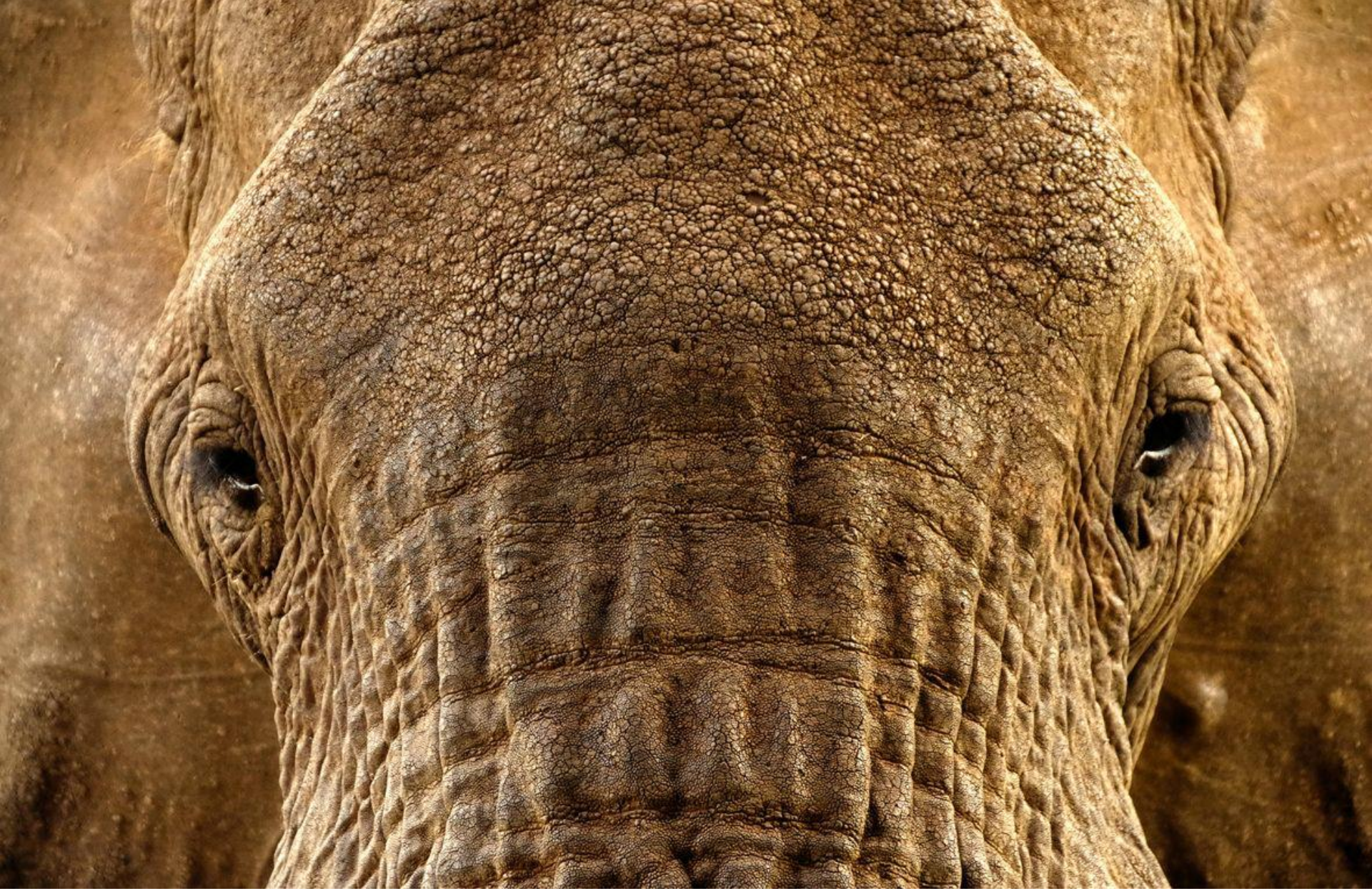
STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
To Intensify high impact community engagement projects through translational research that is current and relevant to the community	Communization of Knowledge Through Research Innovation for Community Development (USM PRIHATIN)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

KEY FOCUS AREA 5: CHAMPIONING SUSTAINABILITY LED COMMUNITY ENGAGEMENT AND SERVICES
STRATEGY 1: To conduct action oriented community engagement that is current and substantial based on translational research

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE				OUTCOME	LEADERS
			18	19	20	21		
To Intensify high impact community engagement projects through translational research that is current and relevant to the community	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	Produce publication: University-Community Engagement Leadership Toolkit		x	x		Strengthen USM's impact on the community through impactful engagement, sustained partnerships, and a focus on innovative vibrancy	DVC RESEARCH AND INNOVATION BJIM
	Provide Competency and Enhancement Programme for academic staff to Leading an impactful & sustainable community engagement	Provide Competency and Enhancement Programme: • 2019 - 4 training programs (USM Level – 2, National Level-2) • 2019 - 120 academic leaders are involved (USM Level-30, National Level-80) • 2020 - 4 training programs (USM Level (2) 2020 - 30 academic leaders are involved (USM Level-30)		x	x			

KEY FOCUS AREA 5: CHAMPIONING SUSTAINABILITY LED COMMUNITY ENGAGEMENT AND SERVICES
STRATEGY 1: To conduct action oriented community engagement that is current and substantial based on translational research

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
To Intensify high impact community engagement projects through translational research that is current and relevant to the community	University Community Engagement Conference (UCEC2019)	2019 • 8 countries expected participated in UCEC 2019 • 51 Conference Papers/Proceeding • 5 posters 2021 • 10 countries expected participated in UCEC 2021 • 55 Conference Papers/Proceeding • 10 posters	x			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.	DVC RESEARCH AND INNOVATION BJIM



zooming in on **the details_Enablers**

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

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Ensuring quality service and values infused in our staff through USM Competency Framework	To have a comprehensive workshop on developing the core competency of USM	First Draft of USM Competency Framework				Talent Excellence	REGISTRAR
	To have a comprehensive workshop on developing the guideline	A clear and comprehensive long term Planning	x				
	To have a comprehensive workshop on developing the guideline	A clear and comprehensive competency based questions for interviewer					
	To have an establish tools and screening method to identify best and suitable talent for non-academic in selection processes	Implementing My Persona system to identify the candidate personality and find job suitability in the selection process	x				

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

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

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

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Ensuring quality service and values infused in our staff through USM Competency Framework	To have a comprehensive workshop on developing a competencies based training module align with job families	A training module for each competency, based on different job families which includes 4 elements - Knowledge, Skill, Ability & Personal Attribute	x			Talent Excellence	REGISTRAR
	To collect the suggestions/potential projects from administrators	A business process system which focuses on performance improvement	x				
	To have a series of job analysis by a trained assessor for a different type of scheme and job grading, align with the job placement.	A complete job analysis for all non-academic job scheme.	x				

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

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Ensuring quality service and values infused in our staff through USM Competency Framework	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	A complete online and dynamic talent profiling for all non-academic staff	x			Talent Excellence	REGISTRAR
	To implement the job rotation and placement of talent base on the skills and service delivery requirement.	A systematic placement system based on the talent skill which aligning with the competencies framework	x				

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

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Providing an ecosystem that promotes physical and mental wellness (Happiness Index)	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	A variety of support programs offered for employee	x			Talent Excellence	REGISTRAR
	To identifying priority health problems among staff that need to be targeted by interventions in the health service package	A comprehensive healthcare service and benefit packages to attract and retain employees	x				
	To have a series of counselling session with identified staffs	A Counselling support sessions conducted and monitored systematically using online system	x				

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

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

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

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

ENABLER 1: TALENTS
STRATEGY 2: To identify and develop talent pool for succession plan

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Identify 30 potential leaders among Deans/Directors and 30 of young lecturers between the ages of 30 to 40 years	Identify 30 potential leaders among Deans/Directors and 30 of young lecturers between the ages of 30 to 40 years	30 potential leaders among Deans/Directors and 30 of young lecturers age between 30 -40	x	x			REGISTRAR
Profiling, gap analysis, develop special training programs and monitor their performance	To do the profiling, gap analysis, develop special training programs for potential leader and monitor their performance	Profiling, gap analysis, develop special training programs for potential leader and monitor their performance.	x	x			

ENABLER 1: TALENTS
STRATEGY 3: To review performance management system

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Develop a new format of performance appraisal for HOD	Develop a new format of performance appraisal for HOD	Develop a new format of performance appraisal for HOD	x	x			REGISTRAR
Buy-in process (at PTJ level)	Buy-in process (at PTJ level)	Buy-in process (at PTJ level)	x	x			

ENABLER 1: TALENTS
STRATEGY 4: To align promotion criteria with USM Competency Framework

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Review promotion criteria for Professor (C.B.A) (Quantitative and Qualitative)	Review promotion criteria for Professor (C.B.A) (Quantitative and Qualitative)	Review promotion criteria for Professor (C.B.A)(Quantitative and Qualitative	x	x		Review promotion criteria for Professor (C.B.A) (Quantitative and Qualitative	REGISTRAR

ENABLER 2: RESOURCES - BRANDING & MARKETING
STRATEGY 1: To elevate branding and marketing through brand name and visibility

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	OWNERS
			19	20	21		
Positioning APEX as USM brand name	Establishment of Marketing Unit to address positioning	1 Marketing Unit established	x			Positioning Excellence	DIRECTOR PUSAT PEMBANGUNAN PERNIAGAAN
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	Talent Excellence	
	To conduct a market research, segmentation and headhunting approach internally to motivate the employees.	An improvement tools to apply external marketing approach internally	x	x	x	Talent Excellence	

ENABLER 2: RESOURCES - BRANDING & MARKETING
STRATEGY 1: To elevate branding and marketing through brand name and visibility

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	OWNERS
			19	20	21		
Marketing USM Core Areas through USM Marketing Unit	To improve the attractiveness of USM academic program through Digital Marketing via media social, i.e Facebook and google apps	4000 registered international students INITIATIVE 1: 1 new international student per staff	x			Positioning Excellence	DVC ACADEMIC & INTERNATIONAL
Measuring global competitiveness through Global Magnetic Index.	To create a taskforce to develop the index, run a pilot test and implement GMI (academic and research)	To produce an index will assist the PTJs to achieve an international standard in academic and research	x				

ENABLER 2: RESOURCES - INFRASTRUCTURE & INFOSTRUCTURE
STRATEGY 1: To ensure USM's infrastructure and infostructure support the learning and living experience

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			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				DVC ACADEMIC & INTERNATIONAL
Conducive learning & living experience	Launching of learning space in PTJs and central	1 new learning space per PTJ	x			1 learning space per PTJ 1 stop centre established	
	To create a conducive living experience such as APEX Hall	APEX Hall created and occupied	x				
	Develop integrated assessment system for knowledge, values and 21st century skills	Adequate internet and other relevant facilities for 21st century learning	x				

ENABLER 2: RESOURCES (FINANCE)
STRATEGY 1: To ensure financial sustainability by focusing in business and sustainability

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Optimization, savings and income generation as the catalyst for financial sustainability	Improvise USM OSI KPI System	RM250 mil targeted in 2019	X			S.M.A.R.T Green Campus will ensure University Financial Sustainability by generating surplus.	BURSAR
	Cashless Campus Initiatives thru USMartpay towards USM Smart, Secure and Simple Payment System	Phase 1: 2018 – Sports, Library, P. Sejahtera Phase 2: Q2 2019 – Other Business Centers Phase 3: Q3 2019 – Café'/Canteen (Completed)	x				
	Automation of business activities thru online approach: i.USM Business Portal (USMBiz) ii.Digital marketing (i.e. FB and Google ads)	Increase income **INITIATIVE 12:** **1 new initiative per PTJ**	x				

ENABLER 2: RESOURCES (FINANCE)
STRATEGY 1: To ensure financial sustainability by focusing in business and sustainability

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Optimization, savings and income generation as the catalyst for financial sustainability	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.	Increase income	x			S.M.A.R.T Green Campus will ensure University Financial Sustainability by generating surplus.	BURSAR
	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	RM20 mil targeted in 2019	x				
	Generate funding from Philanthropic contributions through: i.USM Endownment; ii.Wakaf; iii.Zakat iv.Donations v. Crowdfunding vi.Alumni	RM5 mil targeted in 2019	x				BURSAR

ENABLER 2: RESOURCES (FINANCE)
STRATEGY 1: To ensure financial sustainability by focusing in business and sustainability

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Commercializing Academic Programs and Ideas	Enhancing marketing strategies on International student recruitments through Agents, Buddy system, MOAs and student management.	Increase income	X			S.M.A.R.T Green Campus will ensure University Financial Sustainability by generating surplus.	BURSAR
	Developing competitive academic programs based on Full Cost Recovery models.		x				
	Using HRDF incentives to attract working class to enrol in USM Academic Programs.		x				
	Established full cost per student as basis for tuition fees calculation and revision.		x				
Asset Monetization for Income Generation	Strategic investment projects to deliver future financial benefits to the University as outlined in: i)USM Asset Monetizing / Leveraging Master Plan; ii)USM Business Master Plan; iii)Usains Business Contribution.		X				

ENABLER 3: TRANSFORMING GOVERNANCE

STRATEGY 1: To transform governance to be: Resilient & Ready | Effectiveness | Accountable & Agile | Autonomy & Accountability Harmonious

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Unlocking unnecessary policies and bureaucracies	Develop flexible Policy & Guideline to meet the demand of the 22nd century through - Identifying red tapes at government and University level - Analysing Governance and Framework Disclosure of MoF, MOE, Audit Negara, JPA, MQA for best practices - Adapting government policies		x	x		Governance transformed through empowerment via autonomy, and with accountability	LEGAL ADVISOR
Autonomy with Accountability	Establish clear process and procedures through re-evaluation, amendment and strengthening of SOP on: - HR (Recruitment, Service, Promotion) - Finance - Research & Innovation - Industry – Community Engagement - Academic - Student & Alumni - Internationalization - Sustainability (healthy, green, Sejahtera) - Service Delivery b) Training to LGU, HoDs, and middle managers	Transparent SOP on: - HR (Recruitment, Service, Promotion) - Finance - Research & Innovation - Industry – Community Engagement - Academic - Student & Alumni - Internationalization - Sustainability (healthy, green, Sejahtera) - Service Delivery At least one training for each focus group in each campus	x	x			

ENABLER 3: TRANSFORMING GOVERNANCE

STRATEGY 1: To transform governance to be: Resilient & Ready | Effectiveness | Accountable & Agile | Autonomy & Accountability Harmonious

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

ENABLER 4: ORGANISATIONAL CULTURE
STRATEGY 1: To inculcate the right mindset and excellent work culture and values in USM staff

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			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 INITIATIVE 17 : Unity in Diversity a.1 new initiative per PTJ b.2 1 Global Corner per PTJ	x	x	x	Excellent organisation culture with the right mindset	ALL PTJS
Financial sustainability mindset	To inculcate financial sustainability mindset in conducted activities/programmes	Number of programmes infused with financial sustainability mindset INITIATIVE 12: Potential New Income Projects	x	x	x		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 INITIATIVE 14: Talents	x	x	x		ALL PTJS

ENABLER 4: ORGANISATIONAL CULTURE
STRATEGY 1: To inculcate the right mindset and excellent work culture and values in USM staff

STRATEGIC INITIATIVES	ACTIVITIES	KPI	TIMELINE			OUTCOME	LEADERS
			19	20	21		
Promoting physical and mental wellness (Happiness Index)	Promoting physical and mental wellness (Happiness Index)	To conduct activities which contribute towards physical and mental wellness (Happiness Index) INITIATIVE 16: Happiness Index. a. 1 new learning space b. 1 new space per desa c. 1 working space per PTJ d. 1 Healthy Lifestlye per PTJ	x	x	x	Excellent organisation culture with the right mindset	ALL PTJS
Doing it #USMstyle	Doing it #USMstyle	To incorporate creativity and innovation in all related activities promoting strategic differentiation	x	x	x		ALL PTJS

1 monitor

Dashboard **mysp.usm.my**

Half yearly

2 incentivise

KPI for all PTJs,

KPI for all HODs

3 reassessing targets and strategies

Feedback from IPSC to all HODs

The 18 One Initiatives | August Progress Report

96 PTJ|AUGUST OVERALL PROGRESS

26 SCHOOL|AUGUST PROGRESS

17 COE| AUGUST PROGRESS

14 STRATEGIC CENTRES*| AUGUST PROGRESS

39 SERVICE CENTRES| AUGUST PROGRESS

*NEXUS EXCLUDED

Updated 17 September 2019

18one initiatives

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

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

	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*

96 PTJ | AUGUST OVERALL PROGRESS

1 new international student per staff

41.28% 43

1 additional publication per staff

38.13% 40

1 new initiative per PTJ/central

45.11% 44

1 new academic collaboration per PTJ

60.98% 41

1 new initiative per PTJ

50.81% 31

i. 1 MOOCs initiative per PTJ
ii. 1 Microcredential initiative per PTJ
iii. 1 Frivoducation initiative per PTJ

25.64% 39

1 new research of impact per PTJ

44.88% 42

1 new product per PTJ

48.13% 40

1 new initiative per PTJ

48.98% 49

1 strong industry partner per PTJ

58.44% 48

1 new project per PTJ

59% 78

1 new initiative per PTJ

54.02% 85

1 new talent enhancement initiative per PTJ

52.76% 85

1 new initiative per PTJ/central

44.53% 74

1 new initiative per PTJ/central

48.38% 77

i. 1 new learning space
ii. 1 new space per desa
iii. 1 working space per PTJ
iv. 1 Healthy lifestyle per PTJ

60.21% 94

i. 1 new initiative per PTJ/central
ii. 1 Global Corner per PTJ

43.72% 82

i. 1 Alumni engagement per PTJ
ii. 1 pingat Emas per PTJ

47.22% 54

26 SCHOOL | AUGUST PROGRESS

1 INTERNATIONALISATION

1 new international student per staff

39.13% 23

2 MINISTRY KPI 'TOP 100 IN QS RANKINGS'

1 additional publication per staff

39.13% 23

3 GRADUATES MEETING NEEDS OF STAKEHOLDERS

1 new initiative per PTJ/central

49.40% 24

4 UNIVERSITY OF CHOICE FOR ACADEMIC COLLABORATION

1 new academic collaboration per PTJ

55.21% 24

5 ADDRESSING NON COMPETITIVE ACADEMIC PROGRAMS

1 new initiative per PTJ

55.68% 22

6 ACCESSIBILITY TO HIGHER EDUCATION

i. 1 MOOCs initiative per PTJ
ii. 1 Microcredential initiative per PTJ
iii. 1 Frivoducation initiative per PTJ

55.68% 22

7 TRANSLATIONAL RESEARCH THAT IS CURRENT AND SUBSTANTIAL

1 new research of impact per PTJ

41.40% 25

8 R & D OUTPUT

1 new product per PTJ

45% 25

9 UNIVERSITY OF CHOICE FOR RESEARCH COLLABORATION

1 new initiative per PTJ

45% 25

10 UNIVERSITY OF CHOICE BY INDUSTRY

1 strong industry partner per PTJ

55% 26

11 APEX AGENDA: COMMUNITY ENGAGEMENT

1 new project per PTJ

53.80% 26

12 POTENTIAL NEW INCOME GENERATION PROJECTS

1 new initiative per PTJ

59% 25

13 TALENTS

1 new talent enhancement initiative per PTJ

52.08% 24

14 EMPOWERMENT AND AUTONOMY

1 new initiative per PTJ/central

31.60% 19

15 MARKETING

1 new initiative per PTJ/central

48% 25

16 HAPPINESS INDEX

i. 1 new learning space
ii. 1 new space per desa
iii. 1 working space per PTJ
iv. 1 Healthy lifestyle per PTJ

64.40% 25

17 UNITY & DIVERSITY

i. 1 new initiative per PTJ/central
ii. 1 Global Corner per PTJ

39.00% 25

18 ALUMNI CONTRIBUTION

i. 1 Alumni engagement per PTJ
ii. 1 pingat Emas per PTJ

54.81% 26

17 COE | AUGUST PROGRESS

1 INTERNATIONALISATION

1 new international student per staff

41.67% 15

2 MINISTRY KPI 'TOP 100 IN QS RANKINGS'

1 additional publication per staff

36.76% 17

3 GRADUATES MEETING NEEDS OF STAKEHOLDERS

1 new initiative per PTJ/central

43.33% 15

4 UNIVERSITY OF CHOICE FOR ACADEMIC COLLABORATION

1 new academic collaboration per PTJ

71.43% 14

5 ADDRESSING NON COMPETITIVE ACADEMIC PROGRAMS

1 new initiative per PTJ

43.75% 8

6 ACCESSIBILITY TO HIGHER EDUCATION

i. 1 MOOCs initiative per PTJ
ii. 1 Microcredential initiative per PTJ
iii. 1 Frivoducation initiative per PTJ

31.25% 12

7 TRANSLATIONAL RESEARCH THAT IS CURRENT AND SUBSTANTIAL

1 new research of impact per PTJ

50% 15

8 R & D OUTPUT

1 new product per PTJ

50% 12

9 UNIVERSITY OF CHOICE FOR RESEARCH COLLABORATION

1 new initiative per PTJ

61.76% 17

10 UNIVERSITY OF CHOICE BY INDUSTRY

1 strong industry partner per PTJ

68.75% 16

11 APEX AGENDA: COMMUNITY ENGAGEMENT

1 new project per PTJ

63.24% 17

12 POTENTIAL NEW INCOME GENERATION PROJECTS

1 new initiative per PTJ

63.24% 17

13 TALENTS

1 new talent enhancement initiative per PTJ

65.63% 16

14 EMPOWERMENT AND AUTONOMY

1 new initiative per PTJ/central

56.67% 14

15 MARKETING

1 new initiative per PTJ/central

53.57% 14

16 HAPPINESS INDEX

i. 1 new learning space
ii. 1 new space per desa
iii. 1 working space per PTJ
iv. 1 Healthy lifestyle per PTJ

69.12% 17

17 UNITY & DIVERSITY

i. 1 new initiative per PTJ/central
ii. 1 Global Corner per PTJ

60.71% 14

18 ALUMNI CONTRIBUTION

i. 1 Alumni engagement per PTJ
ii. 1 pingat Emas per PTJ

28.85% 13

14 STRATEGIC CENTRES | AUGUST PROGRESS

1 INTERNATIONALISATION

1 new international student per staff

50.00% 2

2 MINISTRY KPI 'TOP 100 IN QS RANKINGS'

1 additional publication per staff

0% 0

3 GRADUATES MEETING NEEDS OF STAKEHOLDERS

1 new initiative per PTJ/central

16.67% 3

4 UNIVERSITY OF CHOICE FOR ACADEMIC COLLABORATION

1 new academic collaboration per PTJ

50.00% 1

5 ADDRESSING NON COMPETITIVE ACADEMIC PROGRAMS

1 new initiative per PTJ

0% 1

6 ACCESSIBILITY TO HIGHER EDUCATION

i. 1 MOOCs initiative per PTJ
ii. 1 Microcredential initiative per PTJ
iii. 1 Frivoducation initiative per PTJ

50.00% 1

7 TRANSLATIONAL RESEARCH THAT IS CURRENT AND SUBSTANTIAL

1 new research of impact per PTJ

50.00% 2

8 R&D OUTPUT

1 new product per PTJ

75.00% 1

9 UNIVERSITY OF CHOICE FOR RESEARCH COLLABORATION

1 new initiative per PTJ

25.00% 3

10 UNIVERSITY OF CHOICE BY INDUSTRY

1 strong industry partner per PTJ

0% 2

11 APEX AGENDA: COMMUNITY ENGAGEMENT

1 new project per PTJ

50.00% 5

12 POTENTIAL NEW INCOME GENERATION PROJECTS

1 new initiative per PTJ

38.64% 11

13 TALENTS

1 new talent enhancement initiative per PTJ

36.25% 12

14 EMPOWERMENT AND AUTONOMY

1 new initiative per PTJ/central

34.23% 13

15 MARKETING

1 new initiative per PTJ/central

25.00% 11

16 HAPPINESS INDEX

i. 1 new learning space
ii. 1 new space per desa
iii. 1 working space per PTJ
iv. 1 Healthy lifestyle per PTJ

37.50% 14

17 UNITY & DIVERSITY

i. 1 new initiative per PTJ/central
ii. 1 Global Corner per PTJ

33.46% 13

18 ALUMNI CONTRIBUTION

i. 1 Alumni engagement per PTJ
ii. 1 pingat Emas per PTJ

50.00% 4

39 SERVICE CENTRES | AUGUST PROGRESS

1 INTERNATIONALISATION

1 new international student per staff

50.00% 3

2 MINISTRY KPI 'TOP 100 IN QS RANKINGS'

1 additional publication per staff

\- -

3 GRADUATES MEETING NEEDS OF STAKEHOLDERS

1 new initiative per PTJ/central

37.50% 2

4 UNIVERSITY OF CHOICE FOR ACADEMIC COLLABORATION

1 new academic collaboration per PTJ

62.50% 2

5 ADDRESSING NON COMPETITIVE ACADEMIC PROGRAMS

1 new initiative per PTJ

\- -

6 ACCESSIBILITY TO HIGHER EDUCATION

i. 1 MOOCs initiative per PTJ
ii. 1 Microcredential initiative per PTJ
iii. 1 Frivoducation initiative per PTJ

25.00% 1

7 TRANSLATIONAL RESEARCH THAT IS CURRENT AND SUBSTANTIAL

1 new research of impact per PTJ

\- -

8 R & D OUTPUT

1 new product per PTJ

62.50% 2

9 UNIVERSITY OF CHOICE FOR RESEARCH COLLABORATION

1 new initiative per PTJ

6.25% 2

10 UNIVERSITY OF CHOICE BY INDUSTRY

1 strong industry partner per PTJ

31.25% 4

11 APEX AGENDA: COMMUNITY ENGAGEMENT

1 new project per PTJ

66.67% 30

12 POTENTIAL NEW INCOME GENERATION PROJECTS

1 new initiative per PTJ

31.25% 32

13 TALENTS

1 new talent enhancement initiative per PTJ

32.58% 33

14 EMPOWERMENT AND AUTONOMY

1 new initiative per PTJ/central

55.56% 27

15 MARKETING

1 new initiative per PTJ/central

53.57% 28

16 HAPPINESS INDEX

i. 1 new learning space
ii. 1 new space per desa
iii. 1 working space per PTJ
iv. 1 Healthy lifestyle per PTJ

40.13% 38

17 UNITY & DIVERSITY

i. 1 new initiative per PTJ/central
ii. 1 Global Corner per PTJ

47.50% 30

18 ALUMNI CONTRIBUTION

i. 1 Alumni engagement per PTJ
ii. 1 pingat Emas per PTJ

54.17% 12

https://www.usm.my/index.php/my-usm/background/official-videos