

UNIVERSITI TEKNOLOGI MARA CAWANGAN PULAU PINANG, 13TH SEPTEMBER 2022

UiTM2025 Strategic Plan: Concept to Execution

Towards Globally Renowned University by 2025

Bahagian Transformasi Universiti (BTU)
Vice Chancellor Office
Universiti Teknologi MARA

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UiTM 2025 – GRU2025, ROLE OF BTU & CURRENT UPDATE

1. CURRENT CAMPUS PROGRESS

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4. STRATEGIC, TACTICAL AND OPERATIONAL STRATEGIES

UiTM2025 Desired State

UiTM aims at becoming a **Globally Renowned University** by 2025.

UiTM2025 anchors on **Three (3) Strategic Thrusts**,

- Quality Education
- Global Excellence
- Value-Driven Performance

Each **Strategic Thrusts** is associated with identified **Nine (9) Strategic Themes (ST)**



BTU's Role

Leading Organizational & Mind Transformations

Development and Execution of UiTM2025 Strategic Plan

Synergizing and Monitoring Lead Directors and PTJ's Strategic Action Plan

System Development, Integration, Data Warehouse, & Statistics and Data Analytics

Pioneering Institutional Research

Strategic Direction & sustainability of UiTM's Income Generation



Strategic Goal								Strategic Goal	
GLOBALLY RENOWNED UNIVERSITY									
Quality Education			Global Excellence		Value-Driven Performance			Strategic Thrusts	
6 STAR SETARA			Top 300 in QS World Ranking	2 Subjects Ranked Top 100 in QS Subject Ranking	20 Subjects Ranked in QS Subject Ranking	80% Happiness Index			
Education 5.0@UiTM	Entrepreneurial & Well-Balanced Graduates	Widened Access	Translational Research Development, Innovation & Commercialisation	Industry, Community, & Alumni Smart Partnership	Talent Excellence	Agile Governance	Smart Campus	Sustainable Funding	Strategic Themes
Humanising Education 5.0	90% Graduate Employability (GE) 10% Entrepreneurs	Intensified TNE and Flexible Education 200,000 40,000 - 3,000 International PG Bridging Education	6 STAR MyRA	500 International MoUs / MoAs	ESI Values Practiced High Performance Staff	Agile Governance Index UiTM Perception Index	Digital Campus Smart Centralised Data Hub Green Campus	RM 1 Billion Income Generation	
Excellence Synergy Integrity									Values
Knowledge (Ilmu)		Discipline (Disiplin)		Trust (Amanah)		Diligence (Rajin)		Responsibility (Tanggungjawab)	



CURRENT PROGRESS

PI2022 Achievements for UiTM Pulau Pinang

Overall Achievement as of 18th August 2022 is 63% [July 2022]

Total PI Cascaded to UiTM P. Pinang	PI Achieved more than 85% by July 2022	PI between 50% to 84%	PI between 1% to 49%	PI still 0% by July 2022
67	35	8	11	13
%	52.24%	11.94%	16.42%	19.40%

A Breakdown of PI Achieved 85% and Higher by July 2022

Lead Director	Owner	PI No	PI Name	Weightage	Target	Achievement	% Achievement
TNC HEP	BHEP	PI027	Number of new SULAM's programmes with industry involvement in relation to service learning activities.	1	1	6	100%
TNC ICAN	ICAN	PI079	Number of communities receiving/ benefiting from the knowledge/ technology diffusion projects.	2	2	11	100%
TNC P&I	PENERBIT	PI057	Number of publication published by UiTM Press and other publishers.	3.5	5	27	100%
TNC A&A	UG	PI083	Number of MoU/ MoA with Top 300 QS Ranked by Subject (International Universities).	3	1	4	100%
TNC P&I	RMC	PI062	Number of principal investigators (PI) for research grants: Industrial funded.	3	2	7	100%
TNC P&I	RMC	PI063	Number of principal investigators (PI) for research grants: International funded.	4	2	6	100%
TNC HEP	BHEP	PI030	Number of companies involved in career activities.	2	15	39	100%
PNC MASMED	MASMED	PI021	Number of IPT student entrepreneurs conducting business on campus during their study period.	2	368	842	100%
BENDAHARI	BENDAHARI	PI117	Income generation for Kumpulan Wang Amanah from education/ training programmes/ academic programmes/ competition.	3.5	35000 0	717858.3	100%

A Breakdown of PI Achieved 85% and Higher by July 2022 (cont.)

Lead Director	Owner	PI No	PI Name	Weightage	Target	Achievement	% Achievement
TNC HEP	BHEP	PI036	Number of student involved in creative industry programmes.	1.5	20	41	100%
TNC HEP	BHEP	PI031	Number of international communication skill related programmes.	2	1	2	100%
TNC HEP	BHEP	PI034	Number of value-added programmes with certification by an authorised organisation organised by residential colleges.	1	2	3	100%
PENDAFTAR	InQKA	PI094	Number of OE Project.	1	2	3	100%
TNC HEP	BHEP	PI032	Number of students participated in international programme organised by partner university / industry/ institution.	2	32	47	100%
TNC HEP	BHEP	PI033	Numbers of students involved in the e-sport industry.	1.5	100	143	100%
TNC A&A	UG	PI081	Number of new MoU/ MoA with international universities.	3	10	14	100%
TNC P&I	ReNeU	PI053	Number of indexed joint publication with National collaborators.	4	27	32	100%
TNC A&A	BHEA	PI006	Percentage of GOT students (Undergraduate).	2	80	92.87	100%
TNC ICAN	ICAN	PI020	Number of official partnership activities.	2	120	132	100%
PNC MASMED	MASMED	PI026	The number of students involved in IPT's Innovation and Technology-based programmes.	2	150	154	100%
TNC A&A	UHEK	PI001	Number of new High-End TVET and TVET programmes.	1	1	1	100%

A Breakdown of PI Achieved 85% and Higher by July 2022 (cont.)

Lead Director	Owner	PI No	PI Name	Weightage	Target	Achievement	% Achievement
PNC MASMED	MASMED	PIO22	Number of companies, enterprises or business projects funded by start-up investors, venture investors, public funding entities, government agency grants and entrepreneurship-related pitching competition prizes.	2	1	1	100%
PNC MASMED	MASMED	PIO23	Number of collaboration with agencies, industry, NGOs, IPT (local and international).	2.5	1	1	100%
TNC HEP	BHEP	PIO28	Number of volunteerism programmes.	1.5	1	1	100%
TNC HEP	BHEP	PIO29	Number of leadership programmes.	1	2	2	100%
TNC HEP	BHEP	PIO38	Number of programme/module related to patriotism & ESI-IDART initiatives.	1	5	5	100%
TNC HEP	BHEP	PIO39	Number of programme related to emotional well-being.	1	5	5	100%
TNC P&I	RMC	PIO61	Number of principal investigators (PI) for research grants: National funded.	3	66	66	100%
TNC A&A	UG	PIO84	Number of international programmes/ activities for active MoU/ MoA for the current year	2	6	6	100%
PENDAFTAR	PENDAFTAR	PIO96	Number of activity related to Happiness Index.	1	2	2	100%

A Breakdown of PI Achieved 85% and Higher by July 2022 (cont.)

Lead Director	Owner	PI No	PI Name	Weightage	Target	Achievement	% Achievement
TNC PEMBANGUNAN	PPII	PI107	Recycling program for university's waste.	2	1	1	100%
TNC PEMBANGUNAN	PPII	PI108	Program to reduce the use of paper and plastic on campus.	2	1	1	100%
TNC P&I	ReNeU	PI051	Number of high impact publications.	4	15	14	93%
TNC PEMBANGUNAN	PPII	PI105	Water conservation program and implementation.	2	1	0.9	90%
PNC MASMED	MASMED	PI024	Number of educators with entrepreneurial expertise.	2.5	70	62	89%

UiTM Pulau Pinang Performances in TNCPI Office PI by July 2022

Lead Director	Owner	PI No	PI Name	Weightage	Target	Achievement	% Achievement
TNC P&I	PENERBIT	PI057	Number of publication published by UiTM Press and other publishers.	3.5	5	27	100%
TNC P&I	RMC	PI062	Number of principal investigators (PI) for research grants: Industrial funded.	3	2	7	100%
TNC P&I	RMC	PI063	Number of principal investigators (PI) for research grants: International funded.	4	2	6	100%
TNC P&I	ReNeU	PI053	Number of indexed joint publication with National collaborators.	4	27	32	100%
TNC P&I	RMC	PI061	Number of principal investigators (PI) for research grants: National funded.	3	66	66	100%
TNC P&I	ReNeU	PI051	Number of high impact publications.	4	15	14	93%
TNC P&I	RMC	PI064	Total amount of research grants: National funded.	3	1400000	1112040	79%
TNC P&I	ReNeU	PI056	Number of indexed publication: Journal in MyCite.	3.5	40	29	73%
TNC P&I	ReNeU	PI054	Number of indexed joint publication with Industry Collaborators.	4	3	2	67%
TNC P&I	RMC	PI066	Total amount of research grants: International funded.	4	60000	22200	37%
TNC P&I	ReNeU	PI055	Number of indexed joint publication with International Collaborators.	4	20	7	35%
TNC P&I	ReNeU	PI050	Number of indexed publication: Journal in SCOPUS/WoS/ERA.	4	170	55	32%
TNC P&I	RMC	PI065	Total amount of research grants: Industrial funded.	3	300000	60000	20%
TNC P&I	ReNeU	PI049	Number of indexed publication: Conference proceedings in SCOPUS/WoS.	4	338	23	7%

UiTM Pulau Pinang Scores of PI with 3, 3.5 & 4 Weightages : A Way Forward

Lead Director	Owner	PI No	PI Name	Weightage	Target	Achievement	% Achievement
TNC P&I	RMC	PI064	Total amount of research grants: National funded.	3	1400000	1112040	79%
TNC P&I	ReNeU	PI056	Number of indexed publication: Journal in MyCite.	3.5	40	29	73%
TNC P&I	ReNeU	PI054	Number of indexed joint publication with Industry Collaborators.	4	3	2	67%
TNC P&I	RMC	PI066	Total amount of research grants: International funded.	4	60000	22200	37%
TNC P&I	ReNeU	PI055	Number of indexed joint publication with International Collaborators.	4	20	7	35%
PENDAFTAR	PENDAFTAR	PI088	Number of staff with professional qualifications.	3.5	95	31	33%
TNC P&I	ReNeU	PI050	Number of indexed publication: Journal in SCOPUS/WoS/ERA.	4	170	55	32%
TNC P&I	RMC	PI065	Total amount of research grants: Industrial funded.	3	300000	60000	20%
TNC P&I	ReNeU	PI049	Number of indexed publication: Conference proceedings in SCOPUS/WoS.	4	338	23	7%
TNC ICAN	ICAN	PI072	Number of new MoU and MoA with International Industries.	3	1	0	0%
TNC ICAN	ICAN	PI076	Number of Knowledge Transfer Programmes (KTP).	3	1	0	0%
TNC A&A	UG	PI082	Number of MoU/ MoA with Top 300 QS World University Ranking (international universities).	3	1	0	0%

Filter Criteria :

1. PI with 3 to 4 weightages
2. PI with 85% are removed completely

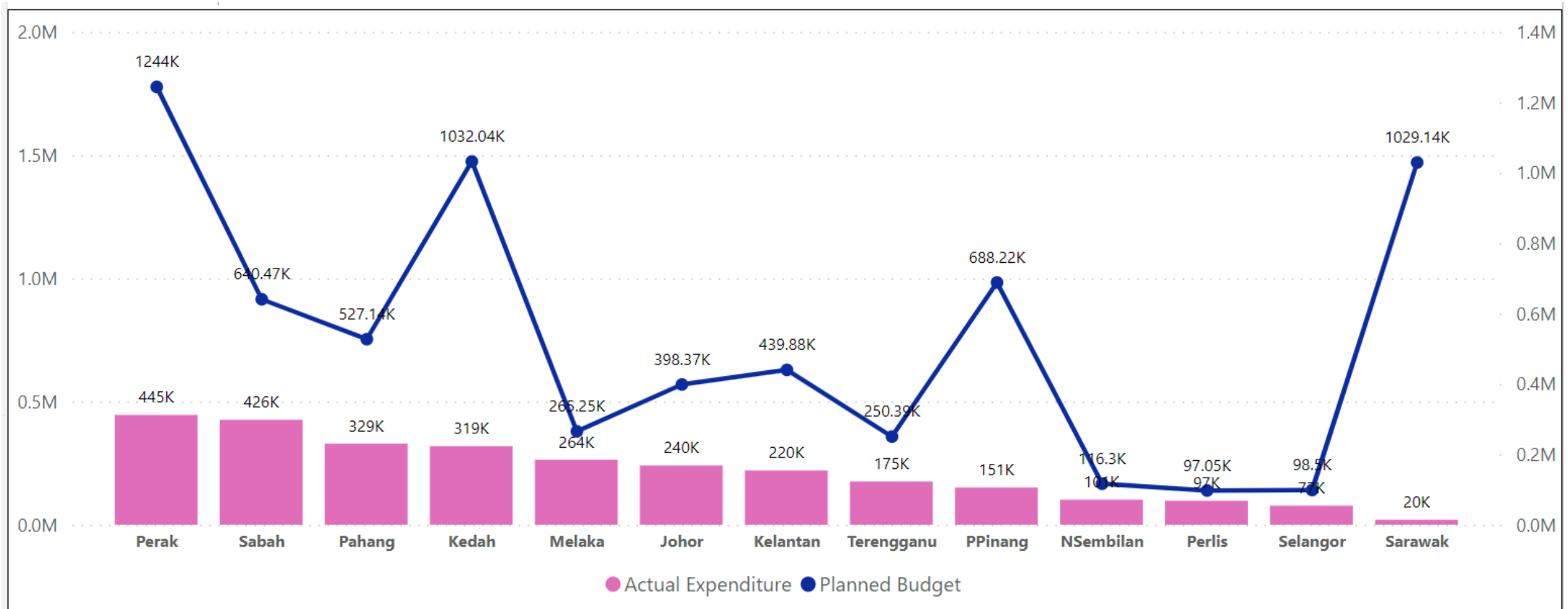
UiTM Pulau Pinang SAP PROGRESS

PTJ	% PI Achievement	SAP
Perak	77%	90%
Selangor	71%	85%
N Sembilan	65%	67%
PPinang	63%	58%
Johor	59%	56%
Kelantan	58%	62%
Kedah	58%	62%
Melaka	58%	79%
Perlis	57%	77%
Sarawak	57%	43%
Terengganu	54%	57%
Pahang	50%	52%
Sabah	37%	82%

(SAP data extraction date: 10 Sept 2022)

Department	Project ID	Project Name	Project Cost	Progress %
B0000 UiTM CAWANGAN PULAU PINANG	UiTMCPP2022_1	GOOD GOVERNANCE, PROMINENCY & SULAM	0.00	57.3
	UiTMCPP2022_2	INTERNATIONALIZATIO N & DIGITAL EDUCATION	569,250.00	40
	UiTMCPP2022_3	RESEARCH, PUBLICATION, INNOVATION & SOLICITUDE	14,000.00	48
	UiTMCPP2022_4	NATURING TALENT & PROFESSIONALISME VIA VOLUNTEERISM & ENTREPRENEURSHIP	104,970.00	85
	Total Project : 4		Average Progress : 57.58 %	Total Cost : RM 688,220.00

SAP Campus Planned Budget vs Actual Expenditure



2

HIGH WEIGHTAGE PI

The background of the image shows a close-up, slightly blurred view of a bookshelf. The spines of several books are visible, with some text like "he", "first", "legal", "he", "ing", "th.", "ing", "pen", and "ttle" partially legible on them. The lighting is soft, creating a warm, academic atmosphere.

Indexed publication in SCOPUS/ WoS

Definition

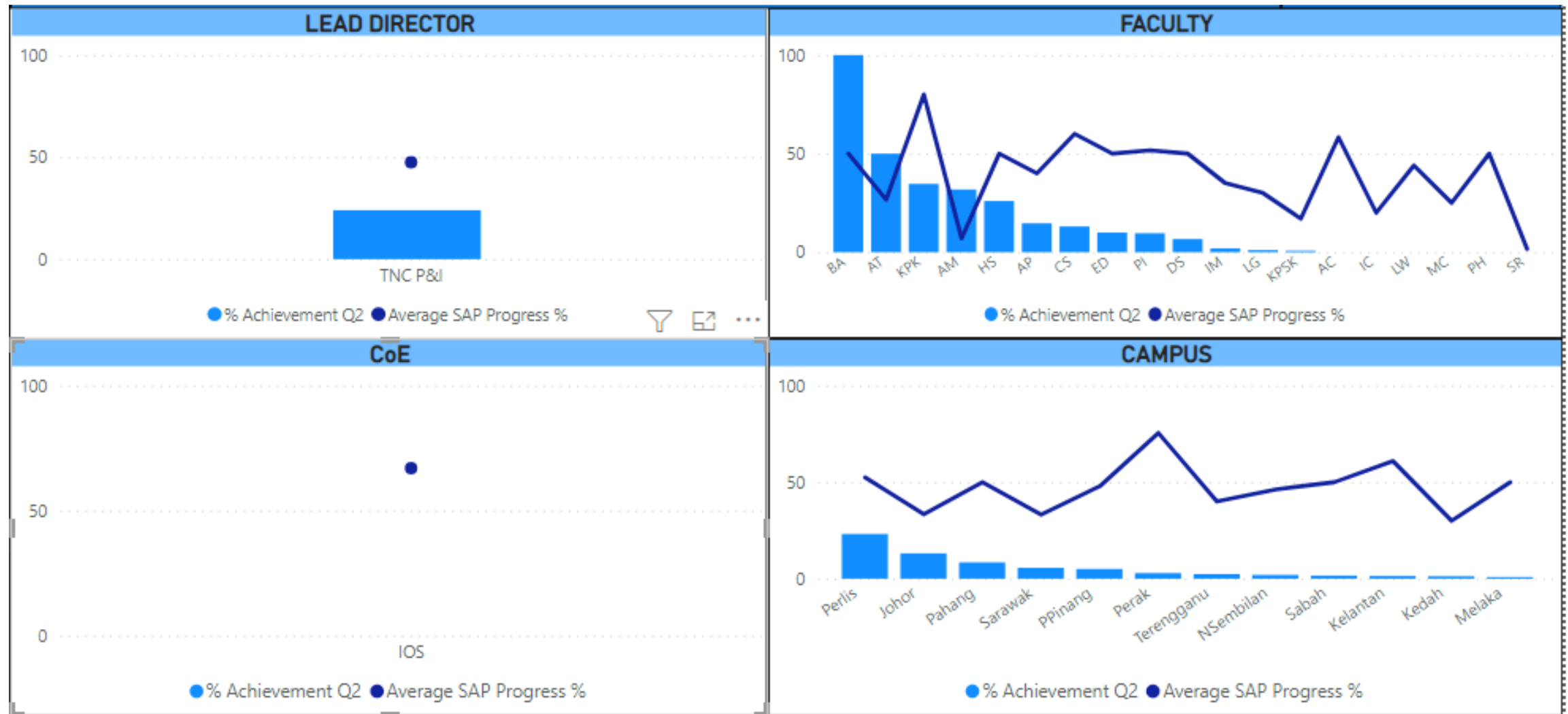
Number of indexed publication: Journal and conference proceedings in SCOPUS/WoS/ ERA as:

- i. Corresponding Author which is also the Main or Senior Author *OR*
- ii. Corresponding Author *OR*
- iii. Sole Author from UiTM *OR*
- iv. First Author from UiTM

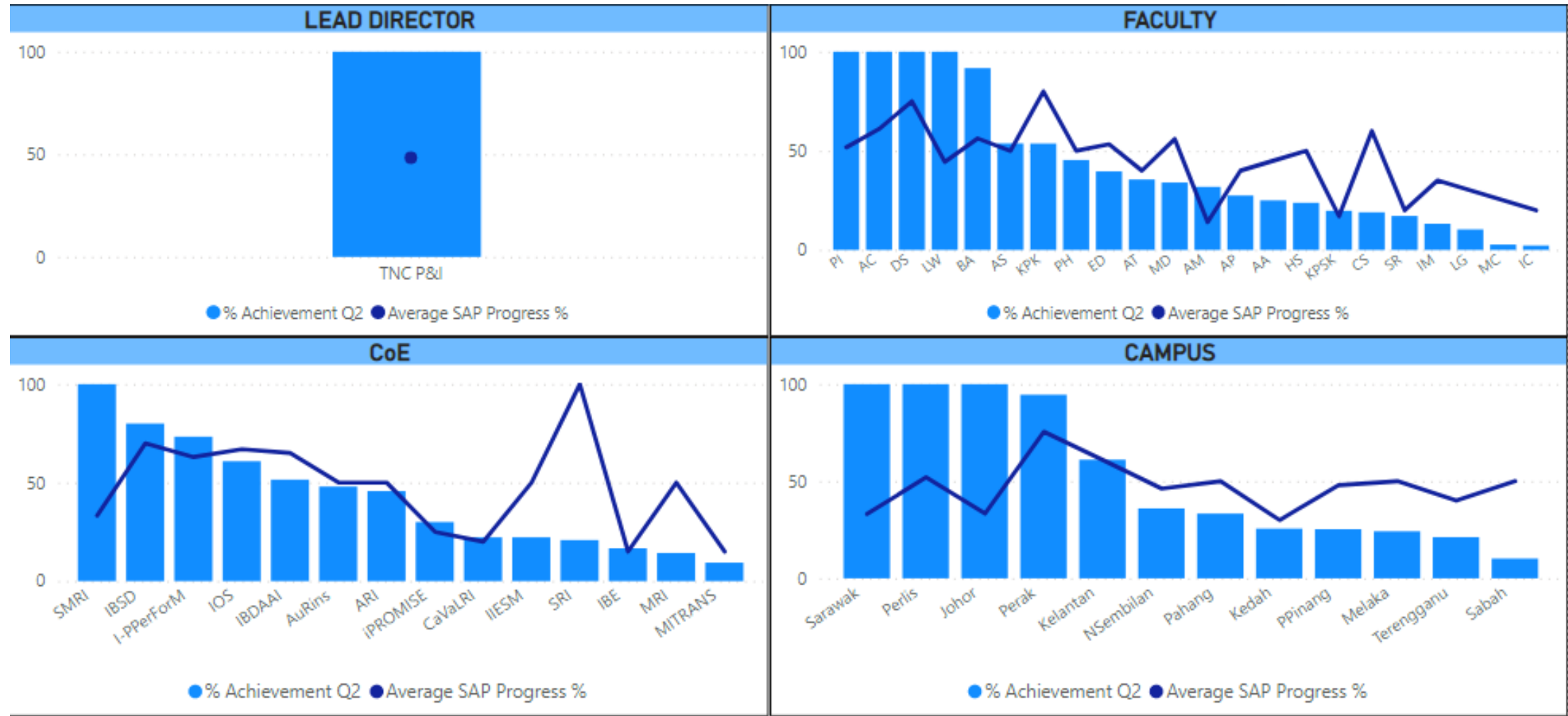
Mapping to Rankings

RANKING	RANKING OD
MyRA	Total number of Publications in SCOPUS/WOS/ERA Indexed Journals
SETARA	<ol style="list-style-type: none"> i. Total publication in journal, books, conference proceedings, policy papers, IPR, others in 2018 ii. Total citation-indexed publications for 2018 iii. Number of Scopus indexed publications that are among the top 10% most cited in Malaysia
QS	Ratio Papers/ Citation per Faculty (importance of everybody to write & publish)
PI UiTM	<ul style="list-style-type: none"> • Number of indexed publication: Conference proceedings in SCOPUS/WoS. • Number of indexed publication: Journal in SCOPUS/WoS/ERA. • Number of high impact publications. • Number of publication in QS subject ranking journal. • Number of indexed joint publication with National collaborators/Industry Collaborators/International Collaborators.

PI 49: Number of indexed publication: Conference proceedings in SCOPUS/WoS



PI 50: Number of indexed publication: Journal in SCOPUS/WoS/ERA.



Enrolment of International students



Definition

Number of student enrolment (international postgraduate students)

International postgraduate students' enrolment for the current year including dual/ double degree programme.

Mapping to Rankings

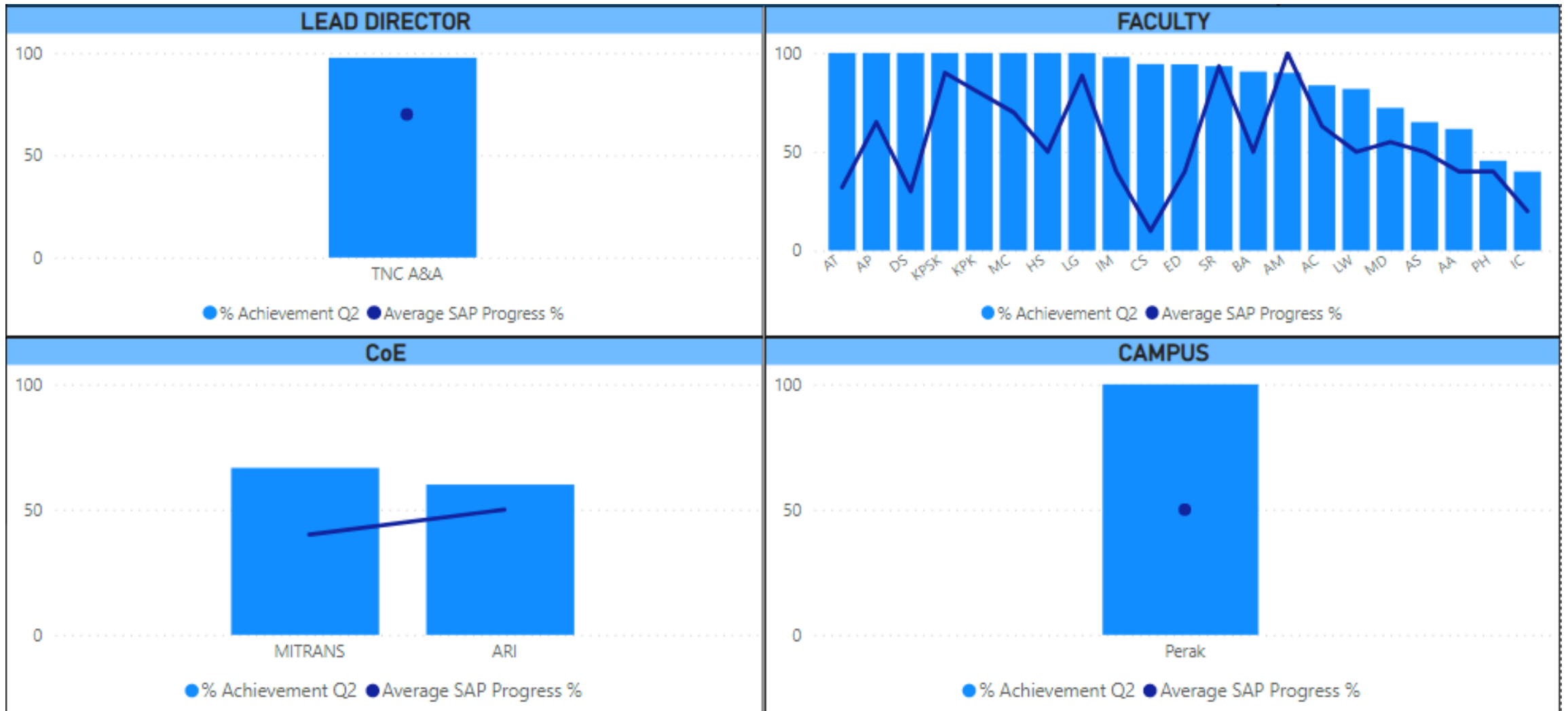
RANKING	RANKING OD
MyRA	Total number of fulltime students (local and international students including postgraduate students)
SETARA	Number of international students enrolled as of October
QS	Number of international students
KPI UiTM	Number of student enrolment (International Postgraduate Students)

Trend Analysis

Number of International students at UiTM

2019	2020	2021	July 2022	2022 (Target)	2025 (Target)
279	537	1309	1601	1665	10000

PI 45: Number of student enrolment (international postgraduate students).





International research grant

Definition

Total amount of research grants: International funded.

Total amount of **international funded grant** received and registered with Research Management Center (RMC) for the current year.

Mapping to Rankings

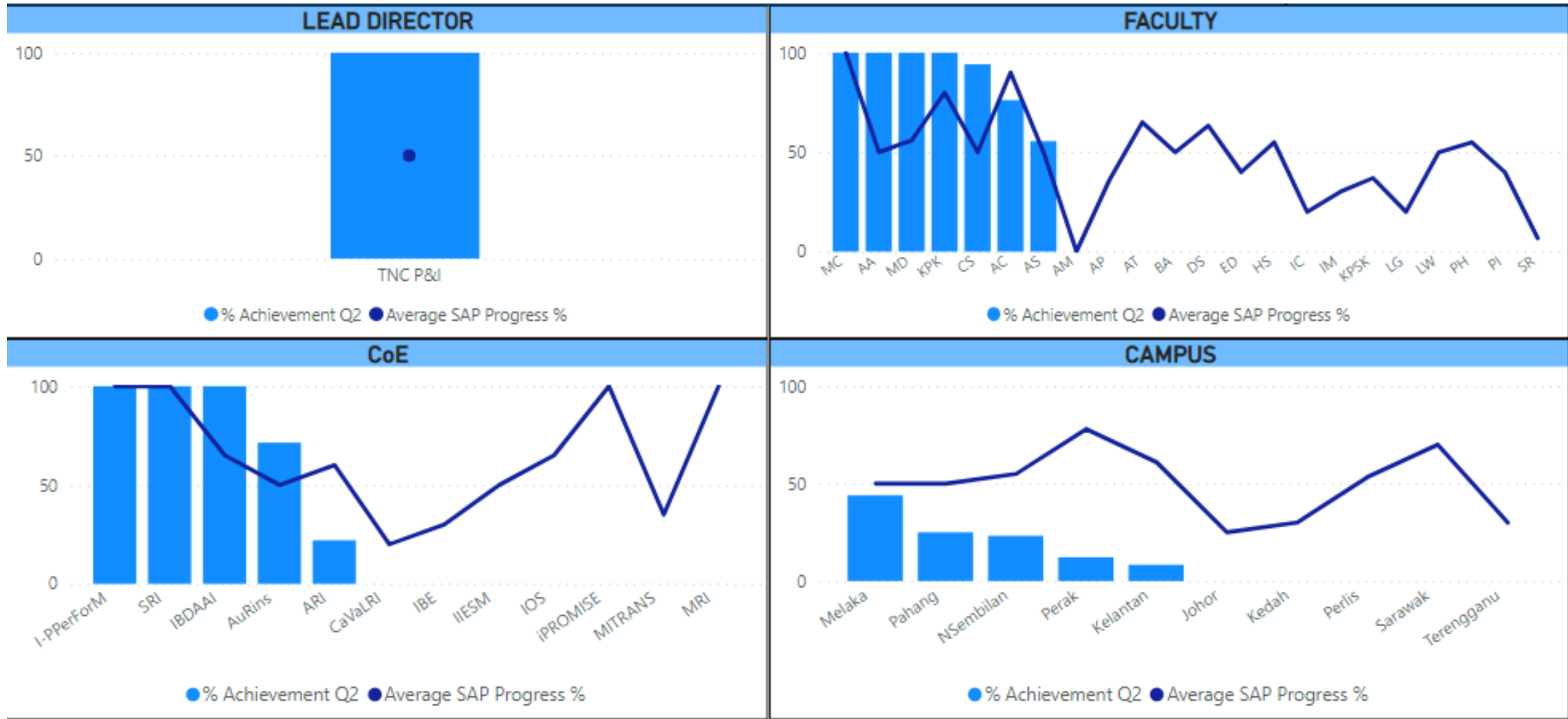
RANKING	RANKING OD
MyRA	Total Amount of International Funds
SETARA	Total amount of research grant received (RM) according to the following categories: (b) international grants
PI UiTM	ii. Total amount of research grants: International funded.

Trend Analysis

Amount of international research grants

	2019	2020	2021	July 2022	2022 (Target)	2025 (Target)
PI066	1,126,995.67	3,494,678.90	2,235,088.89	3,632,398.24	4,000,000	10,000,000

PI66: Total amount of research grant: international funded



3

PLANNING

- (SAP)

INITIATION

- Project Charter/ (SP/ Business plan/ KPI-PI)
- Stakeholder/ people

EXECUTION/ IMPLEMENTATION

- PDCA
- DMAIC
- DMADV

CLOSING

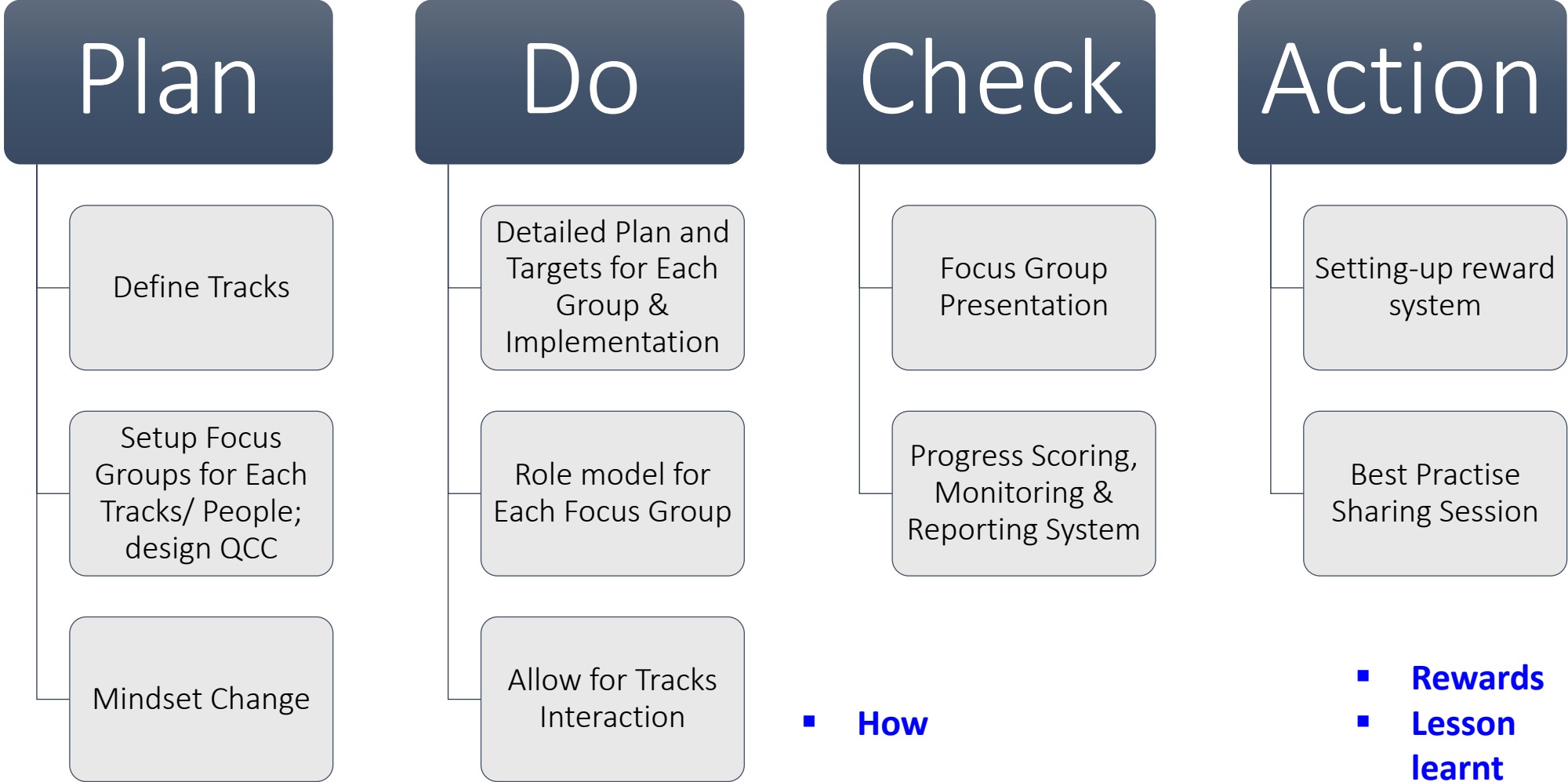
MONITORING & CONTROL

- Individual Achievement

EXECUTION STRATEGY

Execution Strategy 1 for PI Achievement & Transformation

Personalized Strategy



- **What**
- **When**
- **Where**
- **Which**
- **Who**

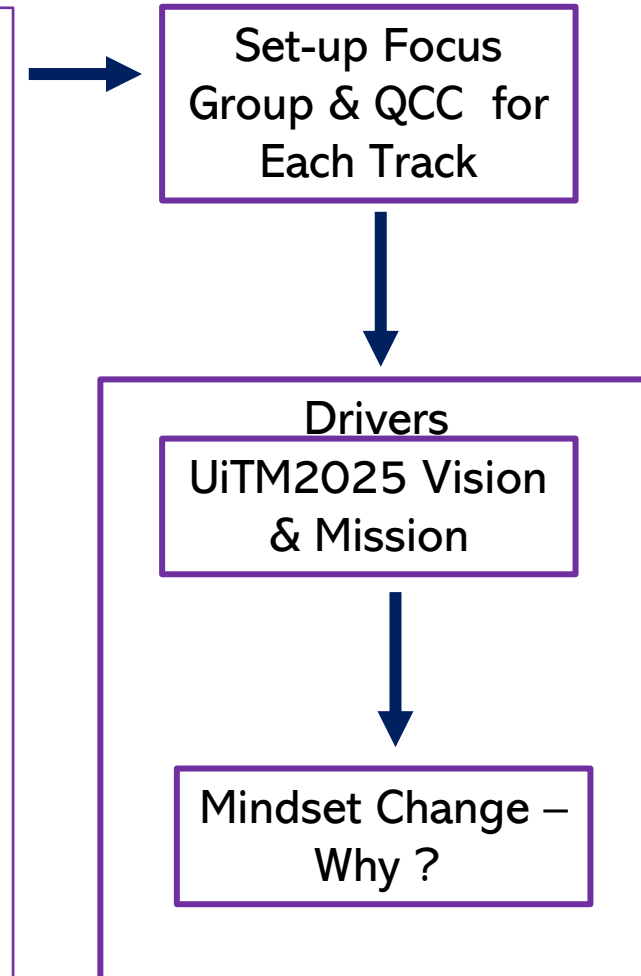
▪ **How**

- **Rewards**
- **Lesson learnt**

Tracks, Focus Group & Drivers (Strategic & Tactical)

Publication	Grants
Number of publication published by UiTM Press and other publishers.	Total amount of research grants: International funded.
Number of indexed joint publication with National collaborators.	Total amount of research grants: Industrial funded.
Number of indexed joint publication with International Collaborators.	Total amount of research grants: National funded.
Number of indexed publication: Journal in MyCite.	Personal
Number of indexed publication: Journal in SCOPUS/WoS/ERA.	Number of staff with professional qualifications.
Number of indexed publication: Conference proceedings in SCOPUS/WoS.	Collaboration
Number of high impact publications.	Number of new MoU/ MoA with international universities.
Number of indexed joint publication with Industry Collaborators.	Number of MoU/ MoA with Top 300 QS World University Ranking (international universities).
	Number of new MoU and MoA with International Industries.

Tracks



Execution Strategy Two (2) : Explore Publication Types

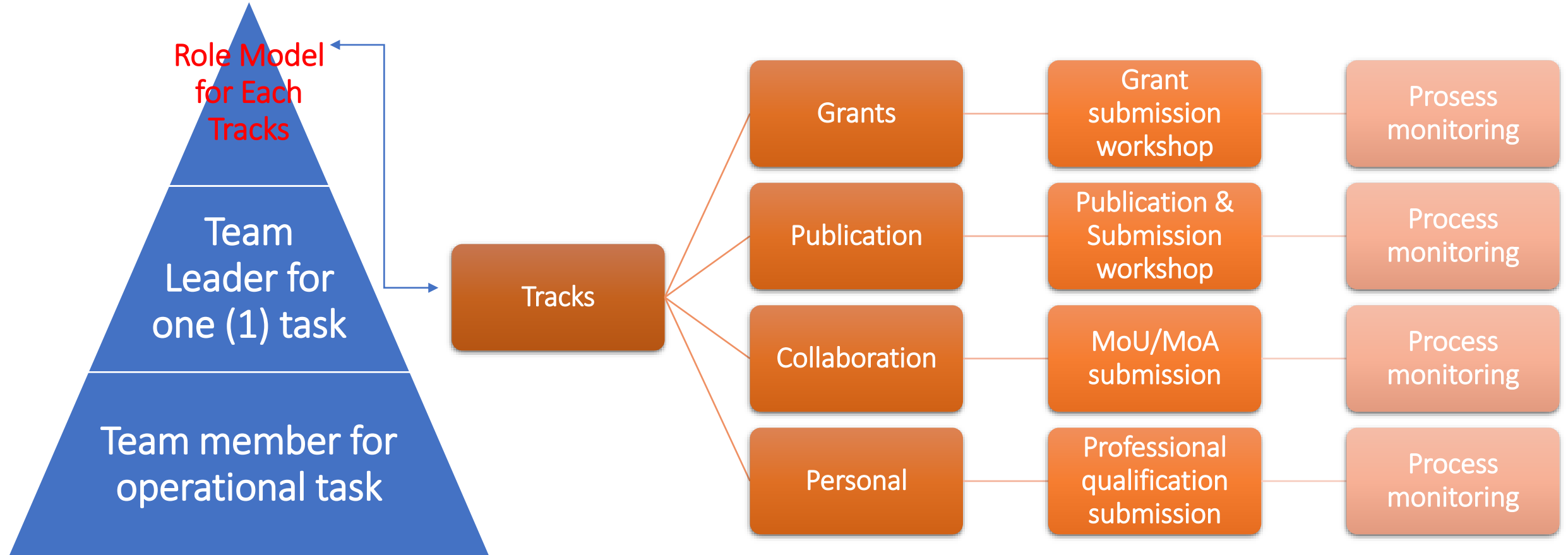
Explore Publications types

- Paper from taught MSc courses
- Paper from FYP
- Paper from Undergraduate assignment
- Paper from Income Generation Work
- Review Papers
- Technical Research Papers
- Book writing

Decide Publication Level

- Proceeding Scopus
- Journal Scopus
- Book (Penerbit UiTM)
- My Cite Journal
- Extended Abstracts

Execution Strategy Three (3) : Role Model for Organizational Transformation



Execution Strategy Four (4) : Rewards System

Rewards System for Achievers

- Letters of Appreciation
- Appreciation Events
- Special Grants
- Allow flexibility/more hours for publication (collaborative T&L)
- Work attachment overseas

4

STRATEGIC/ TACTICAL & OPERATIONAL STRATEGIES

Strategic Strategy

1. To increase number of impactful publication by synergizing HiCoE/CoE with faculties/campuses
2. To flatten the curve of non-contributors (potential denominator – PD).
3. To engage the young cohort as successors in research and identify future research leaders.
4. To finance publication charge in Q1 and Q2 journals
5. To guide all ACI-indexed journals to submit application to Scopus and WoS.
6. To raise awareness on the high-impact and predatory publication
7. To upgrade CoE as HiCoE by providing supportive research ecosystem required. (I-PPerForM, iPROMISE, IBDAAI, MITRANS)
8. To strengthen synergy between RIG, RG & CoE/HiCoE
9. Need to strategize by merging conferences to avoid multiple events with the same theme.
10. Final year thesis can be submitted as technical paper (update the assessment plan/ scheme)

Tactical & Operational Strategy

1. Incentive for publication: Eg: RM500 for WoS, Scopus and RM200 for ERA.
2. Co-Authorship with HiCoE/CoE
3. Convert undergraduate /taught course master thesis/dissertation to journal (some portion, assessment scheme update)
4. Identify indexed journal (special issue) for conferences to ensure all papers can be submitted to journal

Strategic Strategy

- Strengthening the promotion activities by joining international education fair physically and virtually through the appointed recruitment agencies, Education Malaysia Global Services (EMGS)/ Education Malaysia University and Institution.
- Strengthening an integrated marketing approach in order to provide consistency across all marketing and recruitment channels using the following integrated mix : Stakeholder Engagement (Embassy, Potential Universities)
- Student Referral Scheme for international group of students.
- Offering postgraduate programs (such as: Coursework and Mixed Mode programs) on branch campuses.
- Strengthening the system and process for the appointment of student recruitment agents
- English bridging course to ensure students are ready to enroll at UiTM.
- Senior lecturer can be the main supervisor until the junior lecturer eligible to supervise students.
- To provide supporting staff if really needed to for clerical work at the at the faculty/campus's postgraduate office
- Suggested to allow thesis to be written in Bahasa Malaysia and Arabic Language (working paper by IPSIS)
- Suggested to allow access Up-tract system for staff from branch campuses as well.
- Promotion for courses should be not only for sponsored students but open to all including self sponsored students. This strategy can increase student number to start running the class.

Tactical & Operational Strategy

1. Ensure welfare of international students are taken care off. Create buddy system.
2. Front desk admin staff should be trained to assist international students
3. All professors should have at least one international postgraduate student
4. To produce promotional videos by students from the following programs:
 - Masters by research
 - Masters by coursework (Clinical Pharmacy and Pharmacy Practice)
 - PhD
 - Promotional video by international students.
5. Actively engage in IPSIS Postgraduate Virtual Tour
6. Pitching by lecturer on their projects/expertise during conference organized by faculty .
7. Active discussion with MOU partners to promote postgraduate programs.

International Grants

Strategic Strategy

1. To create a sustainable research ecosystem.
2. To increase number of application and quality of international grants proposals
3. To increase number of international grant acquisition through mentoring and guidance.

International Grants

Tactical & Operational Strategy

1. Matching grant with MoU/MoA partner universities
2. Appoint a research grant champion at the faculty that can distribute information and assist grant application.

Benefits of Transformation

Culture

Positive
Mindset

Quality
Systems

New
Skillset

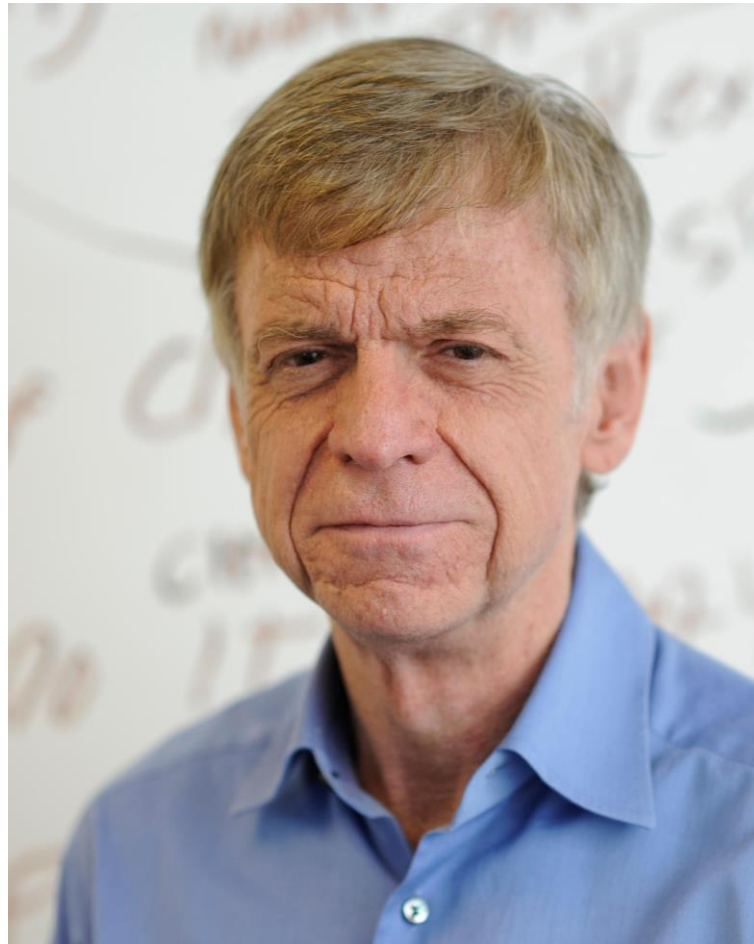
Succession
Planing

Bahagian Transformasi Universiti

Insanity is doing the same thing, over and over again, but expecting different results.

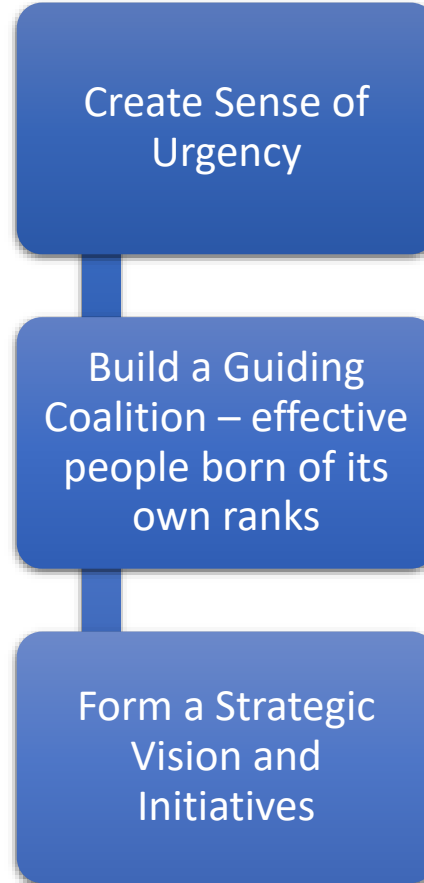
Albert Einstein

Leading Change Towards Transformation



John P. Kotter
Harvard Business School
American Professor of Leadership
Co-founder of Kotter International
Born 1947

Climate for Change



Engaging & Enabling the Organization



Implementing & Sustaining for Change



'CHANGE THE WAY I LEAD, LEAD THE WAY I CHANGE, WE HAVE A POWER TO CONTROL IT IF ALLOWED BY ALLAH SWT'.

WHY CHANGE?

'Sebaik baik manusia adalah mereka yang bermanfaat pada orang lain'

ROLE OF

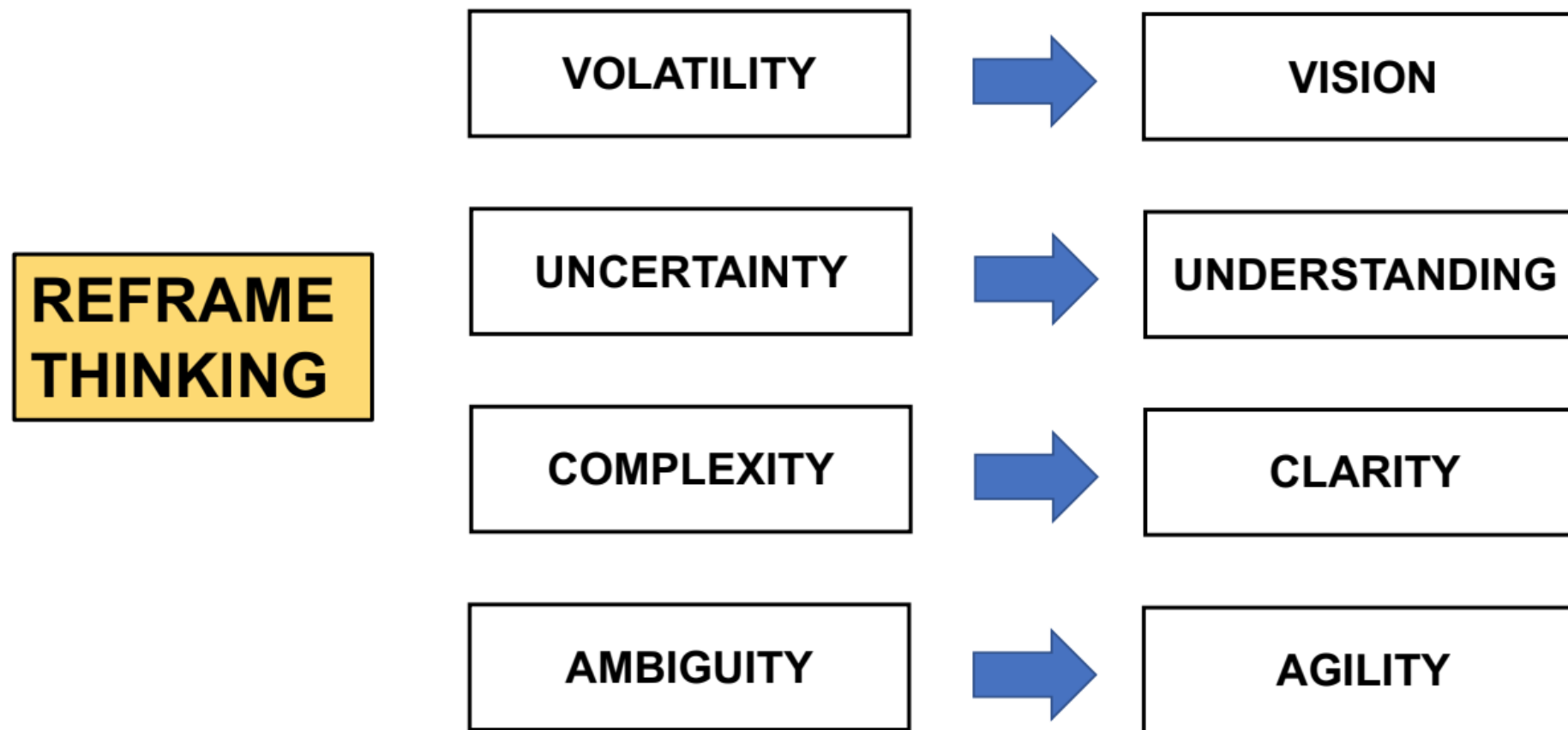
1. STRATEGIC LEADERS
2. TACTICAL LEADERS
3. OPERATIONAL LEADERS

WHY CHANGE?

LEADING AND MANAGING ORGANISATION IN VUCA WORLD

- **V**OLATILITY: INCREASE IN SPEED OF CHANGE IN AN INDUSTRY OR MARKET
- **U**NCERTAINTY: UNCERTAINTY IN PREDICTING FUTURE
- **C**OMPLEXITY: NUMBER OF FACTORS THOSE NEED TO TAKE INTO ACCOUNT & THE RELATIONSHIP AMONG THEM
- **A**MBIGUITY: LACK OF CLARITY IN INTERPRETING SOMETHING

HOW TO DEAL WITH A VUCA WORLD?



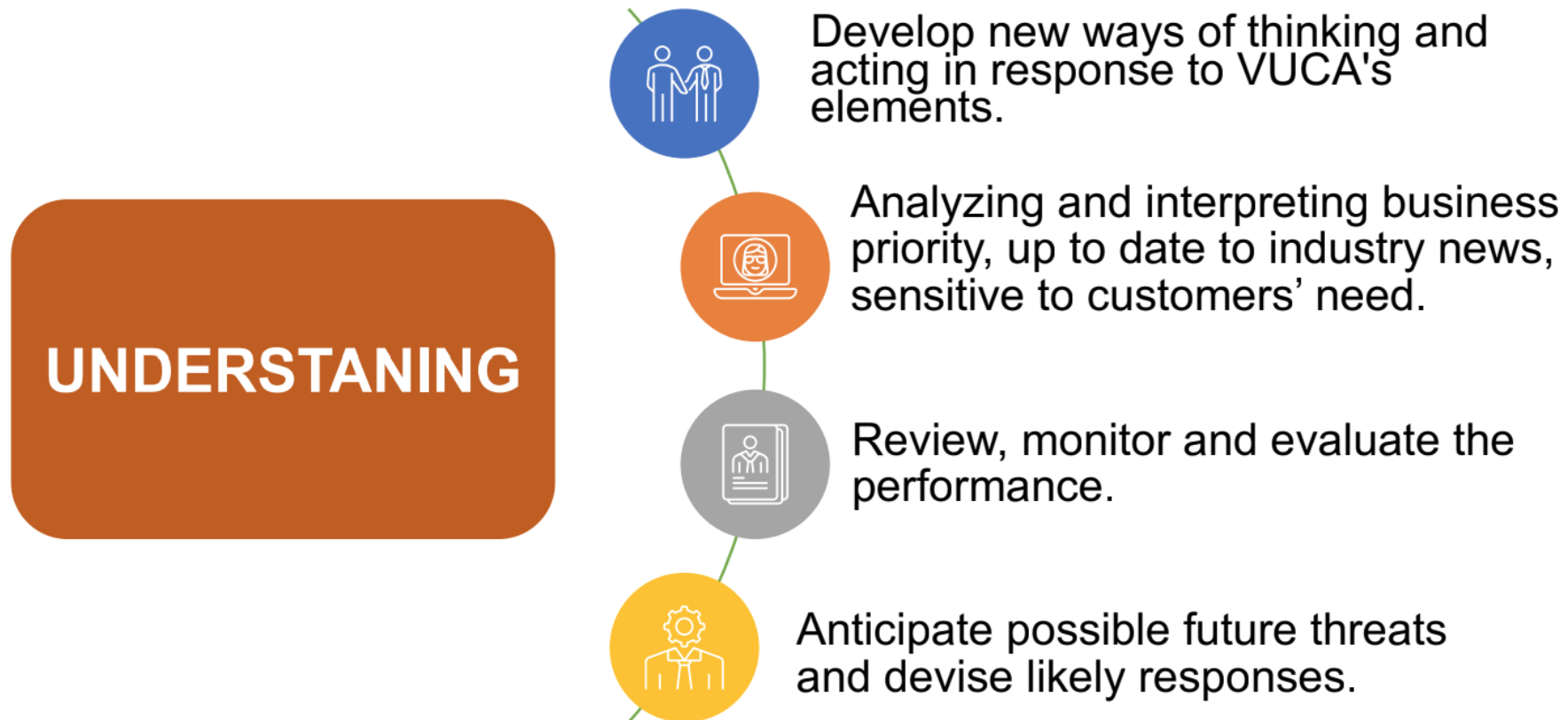
HOW TO DEAL WITH A VUCA WORLD?

How to deal with Volatility?



HOW TO DEAL WITH A VUCA WORLD?

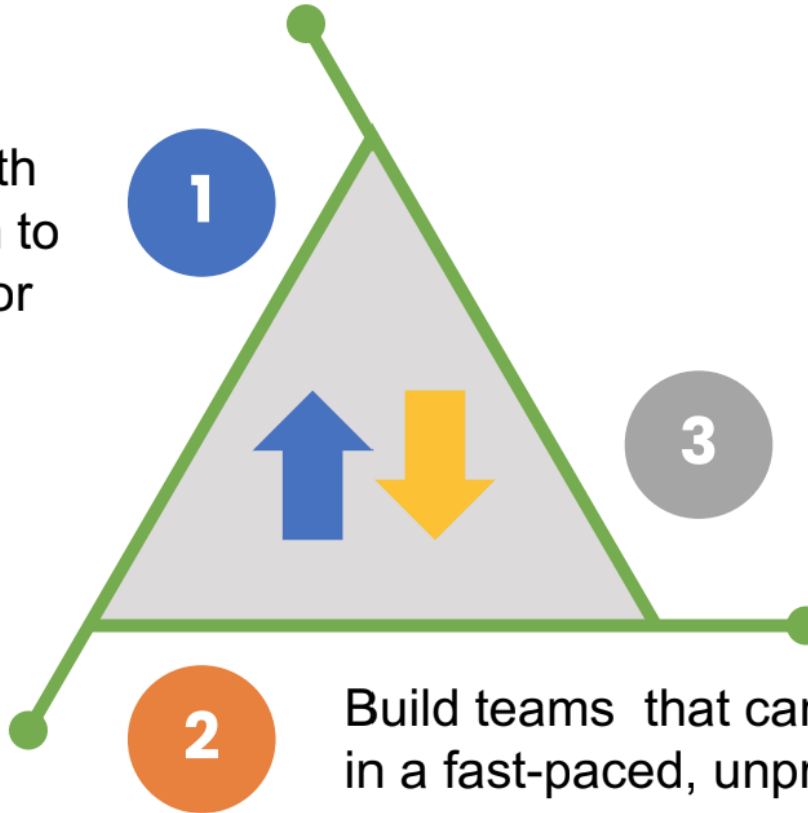
How to deal with Uncertainty?



HOW TO DEAL WITH A VUCA WORLD?

How to deal with Complexity?

Communicate clearly with your people to help them to understand your team's or organization's direction.



Make quick and bold decisions to step up to the challenge.

Build teams that can work effectively in a fast-paced, unpredictable environment.

HOW TO DEAL WITH A VUCA WORLD?

How to deal with Ambiguity

Promote flexibility, adaptability and agility.

Encourage people to think and work outside of their usual functional areas, to increase their knowledge and experience.



Build in contingency and be prepared to alter your plans as events unfold.

Develop a collaborative environment and work hard to build consensus.



Survey - Attributes of UiTM2025 Success: Implementations Among Academic Staffs & Non Academic Staff

[https://bit.ly/KajiselidikUiTM2025 GRU2025](https://bit.ly/KajiselidikUiTM2025_GRU2025)



WHY CHANGE ?

ALLAH SWT WILL NOT
CHANGE THE CONDITION
OF THE PEOPLE UNTIL
THEY CHANGE WHAT IS IN
THEMSELVES

SURAH AR-RA'D AYAH-11

A **dream** becomes a **goal** when
action is taken toward its
achievement



GOAL NEEDS TO BE *VISIONED CLEAR*

THANK YOU
TERIMA KASIH

APPENDIX

BAHAGIAN TRANSFORMASI UNIVERSITI (BTU)

