



UNIVERSITI
MALAYA

UNIVERSITI MALAYA

STRATEGIC PLAN

2026-2030

U

UNIVERSITI
MALAYA

Home of the Bright, Land of the Brave
Di Sini Bermulanya Rintar, Tanah Tumpahnya Berani

The image shows the entrance of a building at Universiti Malaysia. The top part of the building features a colorful, textured facade with the words 'UNIVERSITI MALAYA' in large, white, 3D letters. To the left of the letters is the university's crest. Below the building, a large mural depicts a lush tropical forest with various plants and trees. Overlaid on the image is a semi-transparent blue banner containing the text 'UM Strategic Plan' and the years '2026' and '2030'. On the right side of the mural, there is a text box titled 'Rimba Ilmu' with a description of the site and a call to action. A small button labeled 'Hover for instruction' is located below the text box. The overall scene is brightly lit, suggesting a sunny day.

UM Strategic Plan

2026
2030

Rimba Ilmu

Located within our campus, Rimba Ilmu or "Forest of Knowledge" is not just a conservation site. It is symbolic of Universiti Malaya's rich diversity in resources and symbiotic relationships. A dynamic environment that nurtures a multifaceted space ideal for education, discoveries and growth.

Take a moment to reflect upon this tranquility as you step in to explore Universiti Malaya's ecosystem of knowledge, culture and community.

• Hover for instruction

FOREWORD BY CHAIRMAN

Assalamualaikum W.B.T. and Greetings,

In an era marked by rapid technological change, economic uncertainty, environmental pressures and shifting social realities, universities must play a decisive role in advancing research, transmitting knowledge, nurturing ethical leaders and delivering solutions that contribute meaningfully to the nation's progress and global wellbeing. As Malaysia's leading university, Universiti Malaya remains committed to our aspiration of being "a global university impacting the world."

The UM Strategic Plan 2026–2030 reflects that commitment and represents the next phase of Universiti Malaya's transformation journey, building on the foundation laid by the UM Strategic Plan 2021–2025 and aligned with the UM Transformation Plan 2021–2030. This Plan clarifies our strategic direction and overarching focus for the next five years to strengthen academic excellence and institutional resilience, foster innovation, deepen impact and elevate Universiti Malaya's standing regionally and globally.

Many of today's most pressing challenges: climate change, public health, digital transformation, inequality, and sustainability, are global in nature and demand collaborative, interdisciplinary solutions. This Strategic Plan articulates a shared vision for impact. Through purposeful investment, inclusive governance and a culture of continuous improvement, we seek to position Universiti Malaya as a catalyst for national progress and a contributor to solutions that shape a more resilient, just and sustainable world.

I am pleased to note that this Strategic Plan was developed through meaningful engagement with a wide range of stakeholders. I extend my sincere appreciation to all who contributed their time, expertise, and dedication in refining the priorities and strategies contained in this document.

The true measure of this Plan will lie in its implementation. Achieving this will require strong governance, clear ownership and continuous monitoring to track progress, reinforce accountability and enable timely improvements where necessary. Together these elements will ensure the Plan translates into measurable and sustainable outcomes.

I am confident that through collective commitment and sustained collaboration across the UM community, the UM Strategic Plan 2026–2030 will lead Universiti Malaya towards an even more impactful future.

Tan Sri Zarinah Anwar
Chairman, UM Board of Directors





MESSAGE BY VICE-CHANCELLOR

Assalamualaikum W.B.T and Greetings,

The decade ahead will be shaped by converging disruptions that are multifactorial, multi-pronged, and deeply interconnected. Technological acceleration, climate pressures, demographic shifts, global health risks, geopolitical uncertainty, and widening inequalities are unfolding simultaneously, demanding responses that are integrated, anticipatory, and future-driven. In this context, universities must do more than adapt; they must lead with purpose, courage, and clarity.

Universiti Malaya enters this new decade with confidence grounded in legacy and ambition sharpened by responsibility. As the nation's oldest university and its enduring intellectual anchor, UM has never been content to merely keep pace with change. The Strategic Plan 2026–2030 reflects our resolve to be a new trailblazer – driving breakthroughs that matter not only to Malaysia, but to humanity and future generations.

The challenges confronting the world today do not recognise borders or disciplinary silos. Climate impact, global health threats, cancer, ageing societies, systemic poverty, economic injustice, technological disruption, and the pursuit of peace and stability are inseparable realities. UM's response is therefore holistic and global. We will work with the best talents and partners from across the world, while galvanising the core strengths and spirit of the UM community to advance knowledge and research that deliver real solutions.

This Strategic Plan positions UM at the forefront of transformative impact – from climate action and global health security to cancer research and geriatric care; from exploring new frontiers in space science to advancing artificial intelligence, precision health, nanotechnology, and quantum technologies for the benefit of humanity; from addressing structural poverty to contributing to a more just, equitable, and stable global order. Achieving this requires systemic and structural transformation, bold aspiration, disciplined execution, and institutional agility to stay ahead of rapid global change.

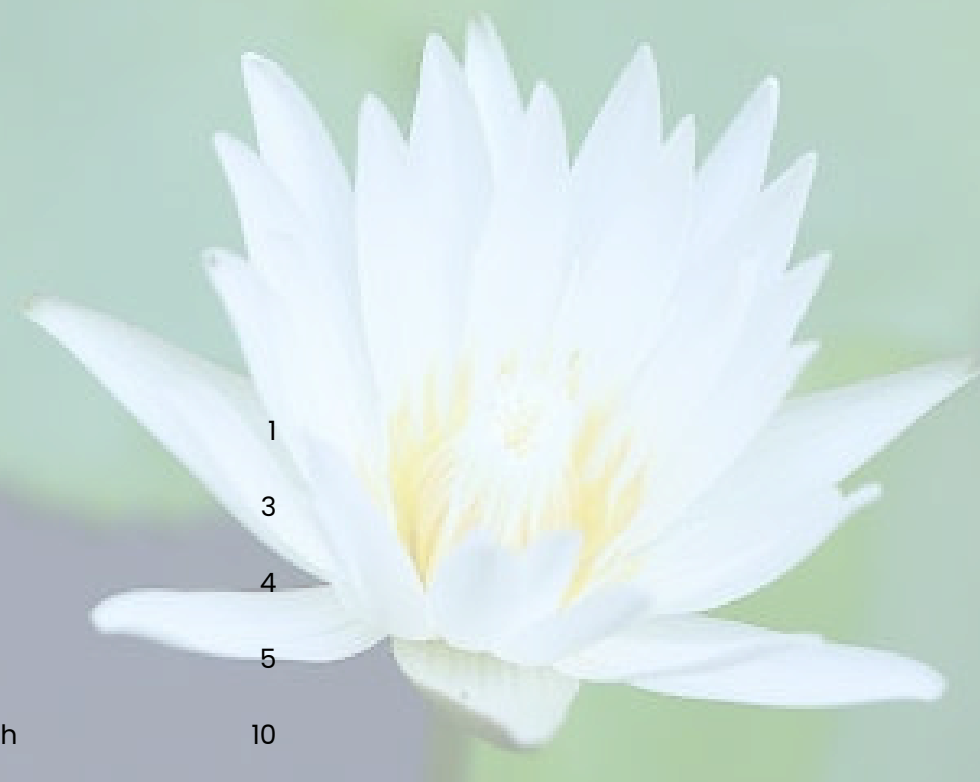
Yet progress without values is incomplete. Innovation without conscience is hollow. UM remains steadfast in its belief that higher education must advance wisdom, morality, compassion, and human dignity alongside excellence and discovery. Our Strategic Plan therefore reaffirms UM's commitment to humanistic, values-driven education and to civilisational progress that places people and humanity at its core.

Universiti Malaya has been, and will always be, a national beacon of hope – leading the national dream, upholding new global aspirations, and creating a new frontier for humanity and future generations. The Strategic Plan 2026–2030 is our pledge to lead the future with purpose, integrity, and vision.

Professor Dato' Seri Ir. Dr. Noor Azuan Abu Osman
Vice-Chancellor UM



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VISION

A global university impacting the world

Driven to achieve world-class distinction in high impact research and knowledge creation, and resolute in the advancement of academic and scholarly milestones, UM envisions itself as a leader charting new frontiers of knowledge and inventing new breakthroughs, thus shaping the future of humankind.

UM has a strong conviction about future-driven solutions, strategic collaborative drives, and intellectual revitalisation, tied with an unflinching eminence in providing holistic services. Because of this, the University leads society, whether locally, regionally, or globally, towards a new dawn of knowledge transformation which will strongly impact civilisations, humanity and the world.

MISSION

Pushing the boundaries of knowledge and nurturing aspiring leaders

UM seeks to reimagine knowledge for an empowered humanity, building on the cultivation of talents and leaders who will break barriers and stamp a legacy for the nation and the world through value-driven and forward looking knowledge, and systemic resilience and agility.

UM will advance human capital with future-aspiring and mission-led graduates, who will become leaders of global repute driven by passion, purpose, dynamism, innovation and strong values, spearheading academic and research exceptionalism for the next chapter of humanity's progress.



ASPIRATION OF UMSP 2026-2030

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A resilient future shaped by learning, research, and healthcare; strengthened through digital excellence, sustainability, and a commitment to global impact.

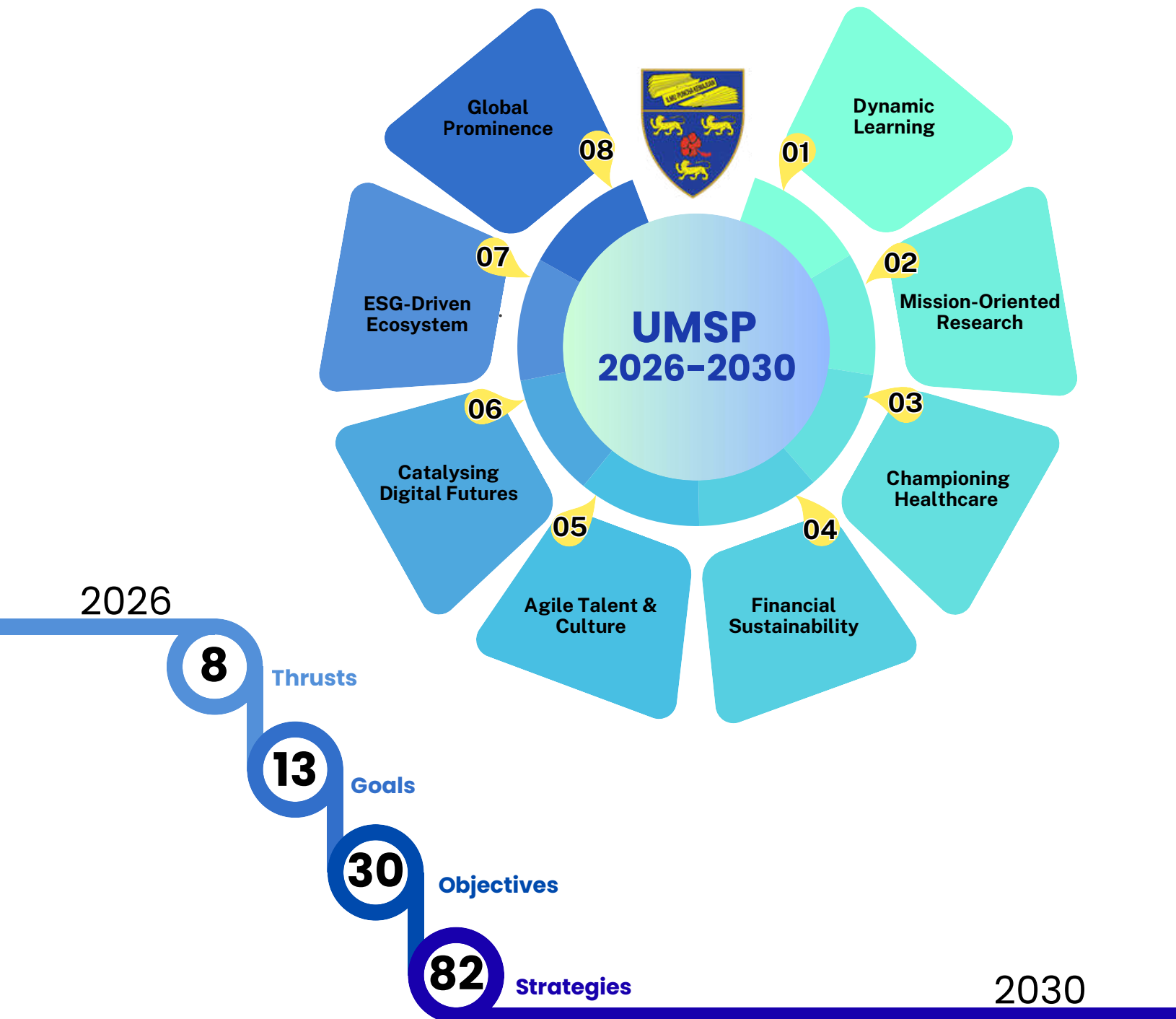
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The Universiti Malaya Strategic Plan (UMSP) 2026–2030 marks the next phase of Universiti Malaya’s transformation journey, building upon the foundations of previous institutional reforms. At the heart of this new roadmap is a bold new aspiration: “A resilient future shaped by learning, research, and healthcare; strengthened through digital excellence, sustainability, and a commitment to global impact”. This aspiration reflects UM’s intent to remain steady and forward-looking amid change, to strengthen its institutional capacity, and to sustain progress through sound governance, continuous improvement and purposeful collaboration.

This plan clarifies the University’s strategic direction for the next five years, aiming to deepen institutional impact and position the University more firmly as a global leader. It is operationalised through eight (8) thrusts; Dynamic Learning, Mission-Oriented Research, Championing Healthcare, Financial Sustainability, Agile Talent and Culture, Catalysing Digital Futures, ESG-Driven Ecosystem, and Global Prominence. Notably, UMSP 2026–2030 also formalises the inclusion of UM’s teaching hospital, *Pusat Perubatan Universiti Malaya* (PPUM), within the University’s strategic planning landscape, reinforcing an integrated UM ecosystem where academic excellence, research translation, clinical practice, and community impact are advanced in a coordinated manner.

The transition from UMSP 2021–2025 to UMSP 2026–2030 represents an evolution from building a “House of Excellence” to establishing a globally impactful, resilient ecosystem. By focusing on these priorities, UM strengthens its institutional foundations and deepens its contributions, ensuring that the University remains a decisive leader in addressing both national progress and global challenges.

UNIVERSITI MALAYA STRATEGIC PLAN 2026-2030 FRAMEWORK



Thrust 1 DYNAMIC LEARNING

1

Goal

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Objectives

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Strategies

Overview

The Dynamic Learning thrust represents UM's vision to redefine its educational ecosystem to remain agile, innovative, and globally relevant amid rapid technological advancement and evolving societal expectations.

At its core, Dynamic Learning places students at the centre of the learning experience and supports holistic development across knowledge, character, and leadership. Guided by UM LEADER attributes, it nurtures graduates who are ethically grounded, resilient, and prepared to lead with integrity. Strong engagement with alumni and industry partners further enriches learning through mentorship, professional exposure and real-world insights, supporting a smoother transition into the workplace and strengthening lifelong networks.

Universiti Malaya envisions a flexible and future-oriented learning environment that empowers students to shape their own educational journeys. Modular, stackable and interdisciplinary pathways enable personalised progression aligned with individual aspirations and emerging workforce needs. Cybergological approaches, supported by AI-driven and immersive technologies, further enrich teaching and learning, fostering innovation, digital fluency and active engagement in a rapidly transforming world.

Dynamic Learning also reinforces UM's commitment to impactful and ethical research. By embedding research integrity, AI ethics and Sustainable Development Goal (SDG) principles within postgraduate training, the University nurtures globally connected researchers capable of delivering solutions to complex societal challenges through collaborative networks.

Through this thrust, Universiti Malaya strengthens its position as a premier institution that integrates leadership, adaptability and innovation across the academic journey, producing graduates who contribute meaningfully to society and drive sustainable progress locally and globally.

Goal

Build a dynamic and flexible learning ecosystem that nurtures UM graduate attributes, empowers transformative pedagogy, promotes ethical and globally connected research, and strengthens lifelong industry and alumni engagement for real-world impact.

Objectives



Objective 1.1

Cultivate UM LEADER Attributes among UM Graduates

Cultivating UM LEADER attributes among UM graduates is central to realising our vision for Dynamic Learning. By embedding these attributes directly across the student life experience, UM aims to move beyond traditional knowledge transfer towards true holistic development. This objective supports the formation of graduates who combine academic excellence with the character, agility and resilience needed to navigate a rapidly changing environment.

This approach is crucial for producing future-ready leaders who are equipped to address complex societal challenges, create meaningful impact and thrive amid uncertainty. The UM LEADER attributes provide a clear framework to ensure UM graduates are grounded in integrity, critical thinking, inclusivity, adaptability and perseverance.



Strategy

1.1.1 Embed UM LEADER attributes across the academic ecosystem to enhance holistic development and academic excellence

- L** LAUREATE
Inspiring excellence and distinction through academic and intellectual pursuit
- E** ETHICAL
Acting with integrity, fairness, and accountability
- A** ANALYTICAL
Applying critical and reflective thinking to solve complex problems
- D** DYNAMIC
Embracing adaptability and continuous improvement
- E** EMPATHETIC
Valuing compassion and inclusivity in human interactions
- R** RESILIENT
Sustaining perseverance and optimism in pursuit of excellence

Objective 1.2

Create Flexible and Personalised Pathways that Support Holistic Student Growth and Lifelong Learning

Flexible and personalised learning pathways reflect UM's commitment to strengthening curriculum relevance, addressing emerging competency needs and supporting holistic student development. A flexible curriculum framework enables learners to tailor their academic progression in line with individual aspirations while remaining responsive to evolving industry and societal demands.

The development of cross-faculty minor packages is a key strategy to embed interdisciplinary competencies, ensuring that students gain broader analytical perspectives and the ability to address complex challenges through integrative thinking. The transition of selected academic programmes towards modular, stackable structures further allows students to accumulate credentials progressively, learn at a personalised pace, and pursue continuous upskilling across their academic and professional journeys.

Collectively, these measures enhance curriculum responsiveness, broaden access to diverse learning experiences, and support lifelong learning pathways that remain adaptable to future shifts in knowledge and labour market needs.

Objective 1.3

Empower Teaching and Learning Practices through Cybergogical Approaches and Transformative Professional Development Initiatives

Universiti Malaya is committed to strengthening teaching and learning through the adoption of cybergogical approaches and transformative professional development initiatives. Cybergogical empowerment emphasises the integration of AI-driven, immersive, and technology-enhanced pedagogies to enrich student learning and remain responsive to evolving educational expectations. The incorporation of AI companions, extended reality applications, and other digital tools aims to promote greater engagement, support personalisation and enhance the overall learning experience. This effort is further supported by the establishment of a Smart Learning Space, a dedicated environment for the development, piloting, and refinement of digital innovations and immersive learning methods.

Complementing these technological advancements, UM recognises the pivotal role of educators in driving meaningful transformation. Structured and modular professional development programmes, tailored to the institutional context, will strengthen academic staff capacity in innovative pedagogy, digital fluency and contemporary teaching practices. These initiatives are designed to empower educators as leaders of change and to sustain excellence in teaching.

Strategy

- 1.2.1 Reshaping curriculum through interdisciplinary and modular structures while providing learners with flexible, future-proof pathways**



Strategies

- 1.3.1 Integrate AI-driven, immersive, and technology-enhanced teaching approaches to enrich students learning experience**
- 1.3.2 Transform educators through professional empowerment, enabling them to lead with innovative pedagogies and digital fluency**

Objective 1.4

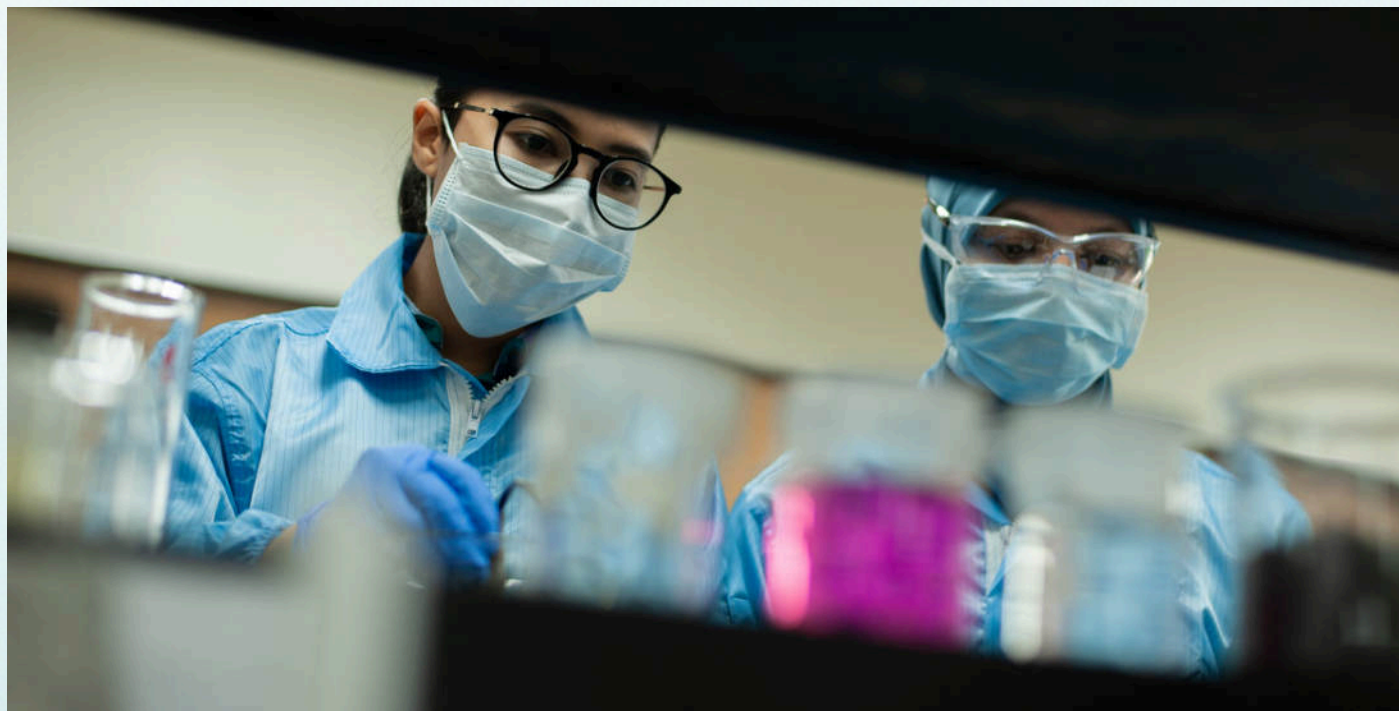
Cultivate Ethical, Globally Connected, and Impact-Driven Researchers Across All Levels of Study at UM

Universiti Malaya cultivates ethical, globally connected, and impact-driven researchers by systematically integrating robust training, integrity and global engagement into the academic experience. Strengthening research-integrated curriculum is central, involving the development of guidelines and the redesign of postgraduate modules to incorporate research integrity, ethical publishing, AI ethics and societal relevance.

This objective is reinforced through structured mentorship, coaching-based research programmes and the integration of interdisciplinary, SDG-aligned research clusters. In parallel, UM transforms Master's and Doctoral candidates into future research leaders via a co-curricular framework that builds competencies in impact pathways, scholarly publishing and research leadership. By establishing global mentorship networks and fostering collaborations with leading international institutions, UM ensures its researchers are visible, mobile, and equipped for innovative and socially responsive research.

Strategies

- 1.4.1 Integrating research elements into academic programmes to strengthen curriculum design towards inquiry-driven learning ecosystem**
- 1.4.2 Transforming Master's and Doctoral candidates to lead high-impact research by equipping them with structured research training, fostering global collaborations, and ensuring the responsible use of advanced technologies**



Objective 1.5

Enrich Student Learning and Development through Meaningful Engagement with Alumni and Industry Networks, Fostering Global Readiness, Real-World Competence and Lifelong Connections

Universiti Malaya strategically cultivates partnerships with alumni, industry collaborators, and global networks to enrich student learning and development. These collaborations expand students' exposure to professional practice and strengthen graduates' real-world competence, global readiness and enduring professional connections. Through initiatives such as UM Alumni Connect, students benefit from structured mentoring and flagship programmes that link them with experienced alumni for career guidance and leadership insights.

At the same time, Industry Immersion initiatives leverage co-created living labs and industry experts as co-educators, allowing students to apply disciplinary knowledge to authentic, complex challenges. UM further advances global competency through international mobility programmes, Global Challenge Labs, and targeted financial support that enables participation in global internships, competitions and experiential opportunities. These efforts create a comprehensive ecosystem that deepens employer partnerships, expands international exposure, and enables UM graduates to engage confidently and contribute meaningfully in an interconnected world.



Strategies

- 1.5.1 Establish an Alumni Mentoring Programme to connect students with graduates for guidance, career insights and lifelong professional networks**
- 1.5.2 Enhance student learning and career readiness by engaging industry partners as mentors and co-educators, offering real-world industry immersion**
- 1.5.3 Broaden student learning through international exposure via academic mobility, international internships, cross-disciplinary projects and collaboration with world-class experts**
- 1.5.4 Position UM graduates as globally competitive leaders by actively elevating their professional profiles, strengthening strategic industry and employer collaborations, and facilitating their participation in high-level international forums and leadership platforms**

Thrust 2 MISSION-ORIENTED RESEARCH

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Overview

Mission-oriented research represents a strategic advancement in how Universiti Malaya approaches knowledge creation, societal engagement and national development priorities. Under UMSP 2026–2030, it is essential to position UM as a leading research institution that delivers high-impact outcomes aligned with national aspirations and global challenges.

This thrust provides a structured mechanism to pursue transformative research objectives through flagship “moonshot” projects. These projects focus on critical domains like digital futures, environmental sustainability, biomedical innovation, and societal wellbeing. By remaining responsive to national agendas like RMK13, UM ensures that research excellence translates directly into real-world relevance.

UM aims to strengthen how impact is defined and assessed. Beyond conventional academic metrics, this thrust places emphasis on measuring outcomes related to technology translation, community benefits, policy adoption, and economic contributions.

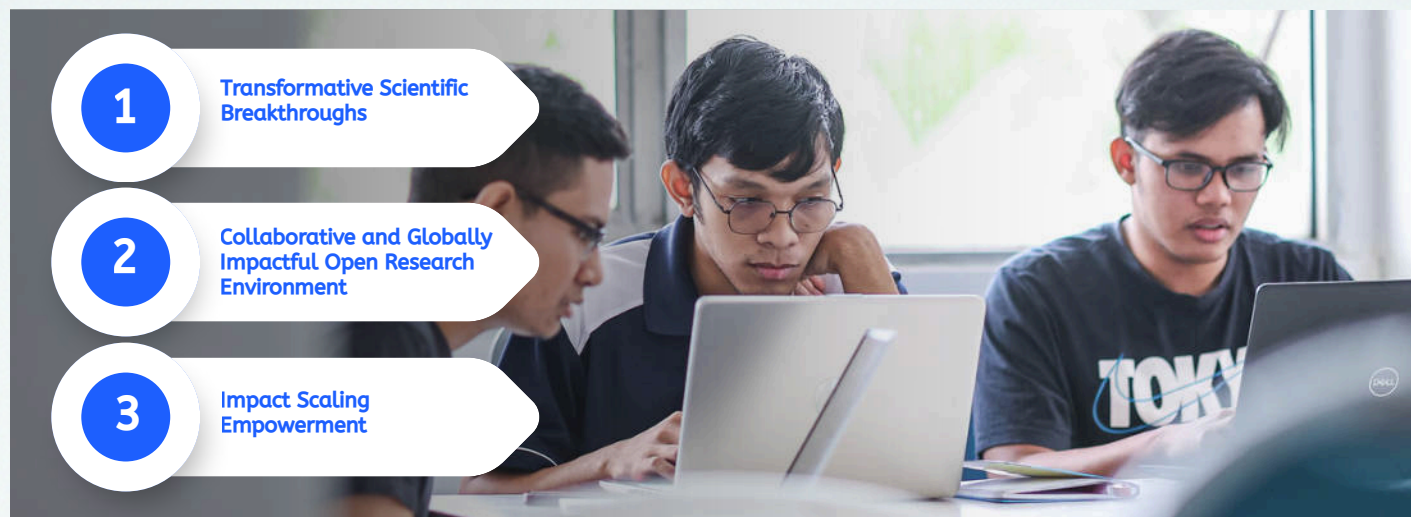
This thrust strengthens UM’s position as a hub for collaborative, interdisciplinary, and international engagement. It promotes open science practices, thematic research clusters and cross-faculty alliances which widen strategic partnerships, allowing UM to leverage its strengths to accelerate discovery and innovation.

In essence, Mission-Oriented Research reinforces UM’s commitment to innovation-driven growth by scaling discoveries into solutions that benefit industry, government and communities, and by strengthening UM’s contribution to sustainable development and national competitiveness. It aligns UM’s research enterprise with broader societal missions, fosters impactful collaboration, enhances the measurement of real-world outcomes, and empowers researchers to deliver solutions that advance Malaysia’s future.

Goal

Establish a dynamic, mission-oriented research ecosystem that drives transformative scientific and creative breakthroughs through collaborative global partnerships, while empowering researchers and innovators with open platforms and catalytic resources to scale societal impact across scientific, cultural, and social domains.

Objectives



Objective 2.1

Drive Transformative Scientific and Creative Breakthroughs

Driving transformative scientific and creative breakthroughs is essential for advancing UM's mission-oriented research agenda. This objective focuses on generating bold discoveries and innovative outputs that not only expand knowledge but also address national and global challenges.

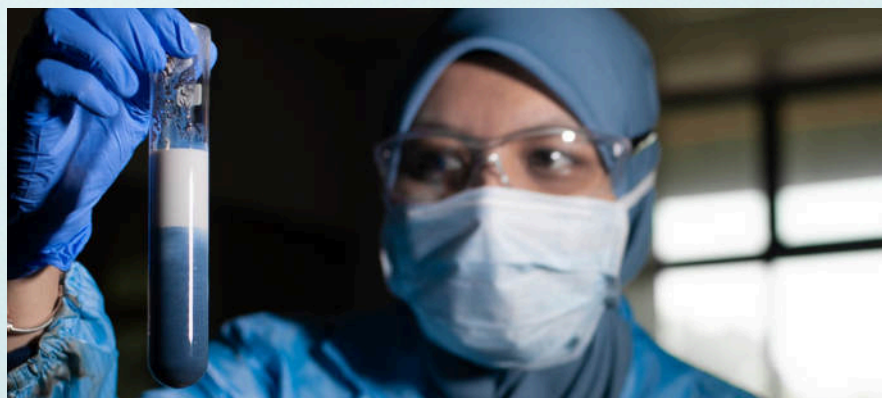
Breakthroughs emerge when researchers unite around ambitious missions. Through flagship "moonshot" projects, interdisciplinary teams from science, technology, arts, humanities, and social sciences collaborate to solve complex problems that demand integrated expertise. This approach accelerates innovation, promotes fresh perspectives and pushes the boundaries of conventional research.

A strong ecosystem supports these efforts. Enhanced research infrastructure, advanced technologies, and strengthened core facilities enable researchers to experiment, innovate, and take intellectual risks. Dedicated support for early- and mid-career researchers ensures a continuous talent pipeline capable of driving future breakthroughs.

Collectively, scientific and creative excellence can deliver solutions with real-world relevance, elevate national competitiveness, and reinforce UM's role as a catalyst for transformative impact.

Strategies

- 2.1.1 Launch mission-oriented research programmes: high-impact moonshot research**
- 2.1.2 Transform research impact measurement by evolving metrics of research impact (Research Impact Valorization)**



Objective 2.2

Create a Collaborative and Globally Impactful Open Research Environment

Creating a collaborative and globally impactful open research environment is vital to strengthening UM's position as a leading, future-ready research institution. This objective focuses on breaking down silos, enabling seamless collaboration, and fostering an ecosystem where knowledge is shared, accessible, and developed collectively.

A stronger collaborative culture enables researchers to work across faculties, disciplines, and sectors. Through thematic clusters, shared platforms, and joint projects, UM encourages the integration of diverse expertise to address complex societal challenges. This strengthens interdisciplinary synergy and increases the scale, visibility, and impact of research outcomes.

Global engagement is equally essential. By expanding international partnerships, participating in global consortia, and strengthening researcher mobility, UM enhances its ability to contribute to global missions while gaining access to world-class networks, talent and resources.

Open science practices, including data sharing, transparent methodologies, and open-access outputs, will further promote inclusivity and accelerate innovation. Together, these elements create a dynamic ecosystem that enhances research quality, strengthens societal relevance, and positions UM as a global contributor to knowledge and impact.

Strategies

- 2.2.1 Nurture next-generation research experts to systematically build capable young researchers and secure quality grants**
- 2.2.2 Operationalise Open Science initiative to enhance quality, efficiency, reliability and societal impact of research**
- 2.2.3 Institutionalise data warehouse to mobilise strategic research collaboration and sustainable funding partnership**
- 2.2.4 Incentivise research activities to drive innovation**



Objective 2.3

Empower Researchers and Innovators to Scale Impact

Researchers and innovators who scale impact are fundamental to UM's role as a driver of national progress and global relevance. This objective ensures that talent at all career stages is supported with the resources and pathways needed to translate ideas into meaningful solutions for society, industry, and government.

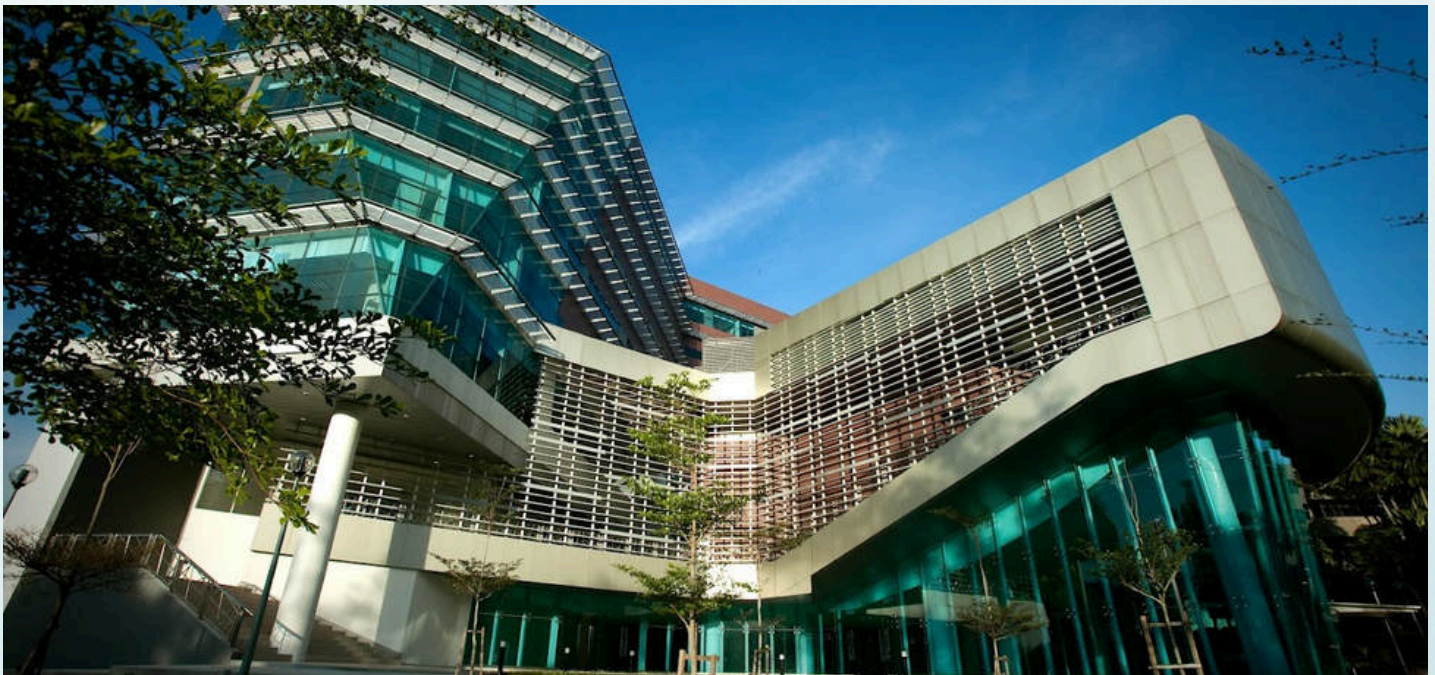
A strong enabling ecosystem is central to this effort, including capacity-building programmes, mentoring, specialised training, and access to advanced research facilities. Differentiated career pathways further recognise diverse strengths, whether in scientific discovery, innovation, entrepreneurship, or community-engaged research.

UM's unified innovation and commercialisation support systems will help researchers translate their work through market uptake, policy adoption, or community application. Deeper partnerships with industry, agencies, and international networks will expand opportunities for deployment and scaling of innovations, while strengthening relevance and reach.

By empowering talent, UM cultivates a culture of curiosity, creativity, and problem-solving. This ensures that research outputs not only generate knowledge, but also deliver lasting impact that advances Malaysia's development and strengthens UM's global standing.

Strategies

- 2.3.1 Enhance institutional support systems for research and innovation**
- 2.3.2 Strengthen comprehensive innovation and commercialisation ecosystem**
- 2.3.3 Integrate strategic industry and stakeholder funding and partnerships**



Thrust 3 CHAMPIONING HEALTHCARE

2

Goal

4

Objectives

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Strategies

Overview

This thrust positions Universiti Malaysia as a future-ready, globally recognised academic health hub that integrates clinical care, education, research, and digital innovation to deliver national and regional impact. It responds to Malaysia's changing health landscape by strengthening UM's capacity to lead in complex disease management, advance academic medicine, and accelerate health innovation.

Championing Healthcare addresses the growing burden of cancer, metabolic disease, and chronic conditions through the establishment of Centres of Excellence in cancer and metabolic health covering the full continuum of care, from prevention and early detection to quaternary services, rehabilitation, and palliation. By embedding community-oriented primary care, screening hubs, and survivorship services, UMHealth shifts from episodic treatment towards long-term population health improvement and greater health equity.

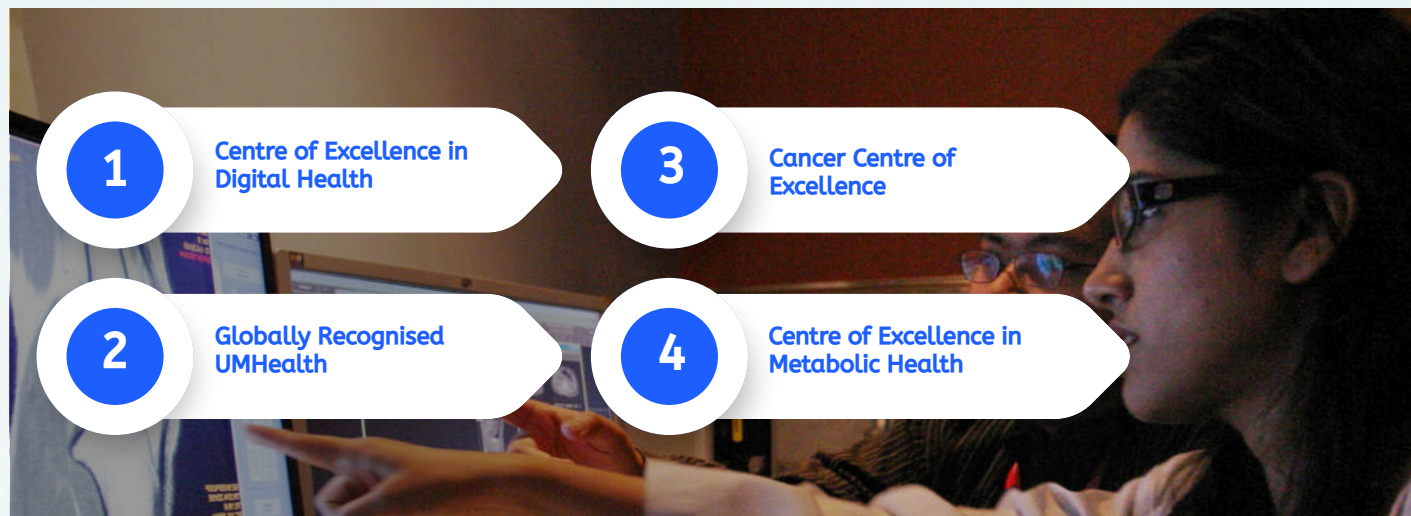
This thrust strengthens UM's leadership in digital and AI-enabled healthcare through Digital Health Centre of Excellence, virtual hospitals, satellite clinics, and safe data governance and AI infrastructure. This enables virtual care, clinical decision support, and predictive analytics, while reducing system strain, and creating a living lab for digital health research, innovation and workforce training.

The next focus is the advancement of academic medicine and talent development by embedding digital health, AI, and emerging technologies into undergraduate and postgraduate education. This prepares clinicians and allied professionals with stronger data fluency and systems thinking. Enhanced clinical research capacity, including first-in-human/Phase I trials, multidisciplinary centres, and strengthened quaternary services will attract talent, enable cutting-edge trials, and reinforce UM's role as a national academic referral centre.

Goals

- Become a future-ready, globally recognised academic healthcare hub by driving excellence in healthcare education, research, and clinical care.
- Harness the power of artificial intelligence and digital innovation to transform healthcare education and research, while delivering cutting-edge, comprehensive and inclusive patient-centred healthcare.

Objectives



Objective 3.1 Centre of Excellence in Digital Health

A Centre of Excellence in Digital Health will be developed as UM's flagship platform to accelerate the transformation of healthcare delivery, education, and research through digital innovation and artificial intelligence.

It will anchor the development of a virtual hospital model and digitally enabled care pathways that support remote monitoring, teleconsultations, and seamless continuity of care across UMHealth facilities. It will also enable the rollout of satellite "UMHealth Care Point" branches and connected service points to extend access and reduce congestion at tertiary care settings. The Centre will serve as the central hub for integrating clinical decision support tools, predictive analytics, automation, and AI-enabled diagnostics, while ensuring safe and ethical use through robust data governance, cybersecurity, and compliance frameworks.

This Centre will function as a living lab for training future-ready clinicians and health professionals by embedding digital health competencies, AI literacy, and systems thinking into undergraduate and postgraduate programmes. Through strategic partnerships with industry players, government agencies, and internationally benchmarked academic health institutions, the Centre will reinforce UM's digital health leadership and enable the development and deployment of scalable, high-impact innovations.

Strategies

- 3.1.1 Development of virtual hospitals as an extension of PPUM and UMSC**
- 3.1.2 Develop branch healthcare centres focusing on early intervention, screening, health promotion with digital communication capabilities linked to the central hospital**
- 3.1.3 Utilisation of digital technology (AR, VR, AI, robotics etc.) in teaching, research and clinical services**
- 3.1.4 Embedding digital health in undergraduate and postgraduate training including standalone programmes**

Objective 3.2

Globally Recognised UMHealth



UMHealth will be positioned as a globally recognised academic health entity that unites Universiti Malaya's healthcare ecosystem into a single, integrated platform for clinical services, education, research, innovation, and community engagement. As a unified and visible entity, UMHealth will strengthen governance alignment, enhance operational coordination, and improve the patient and stakeholder experience across all participating healthcare entities.

This objective aims to build UMHealth as a national benchmark for integrated academic medicine, supported by strong academic medicine capabilities and a culture of continuous improvement. UMHealth will serve as a national referral and academic hub, offering comprehensive services including quaternary care, advanced diagnostics, specialised interventions, and clinical research-driven practice.

At the same time, this objective strengthens UMHealth's global competitiveness through international benchmarking, strategic partnerships, and readiness for global visibility initiatives. UMHealth will also develop a structured health tourism strategy, supported by patient-centric service design and premium care pathways, to enhance economic value and international reputation while contributing to national healthcare leadership.

Strategies

- 3.2.1 Advancing quaternary care while strengthening primary to tertiary care (services, education, research)**
- 3.2.2 Developing an international patient centre for UMSC – health tourism**
- 3.2.3 Enhancing patient journey experience**
- 3.2.4 Enhancing national and global collaboration**
- 3.2.4 Aligning UMHealth with global standards through accreditation, benchmarking, and continuous quality improvement**

Objective 3.3

Cancer Centre of Excellence

A Cancer Centre of Excellence will be established to provide integrated, multidisciplinary, and patient-centred cancer care that addresses the full cancer continuum from prevention and early detection to advanced treatment, rehabilitation, survivorship, and palliative support.

Through this Centre, UM will strengthen its role as a national academic referral centre by consolidating expertise across medical specialties, diagnostics, radiotherapy, surgical oncology, pathology, pharmacy, nursing, and allied health services within a coordinated care model. Access and outcomes will be enhanced through community-oriented screening programmes, early detection hubs, and well-defined referral pathways that ensure timely diagnosis and treatment initiation.

The Centre will expand quaternary and complex cancer services, including advanced therapeutics, precision medicine, and high-impact multidisciplinary clinics. These efforts are supported by strong clinical governance and quality assurance. This will elevate UM's research capacity by enabling translational research, clinical trials, including first-in-human and Phase I studies, and collaboration with national and international partners.

Through innovation, digital tools, and patient navigation systems, the Cancer Centre will improve continuity of care, reduce treatment burden, and promote greater health equity for cancer patients across Malaysia.

Objective 3.4

Centre of Excellence in Metabolic Health

A Centre of Excellence in Metabolic Health will be established as a comprehensive, multidisciplinary hub to address Malaysia's rising burden of metabolic disorders such as obesity, diabetes, cardiovascular risk, fatty liver disease, and related chronic conditions.

Integrated care pathways across the metabolic spectrum, combining prevention, early risk detection, clinical management, rehabilitation, and long-term follow-up will be provided through a population-health approach.

The Centre aims to strengthen primary care linkages and community outreach through screening, lifestyle intervention programmes, and targeted risk stratification, enabling earlier intervention and reducing complications. Clinical services will be supported by coordinated multidisciplinary teams including internal medicine, endocrinology, cardiology, nutrition, rehabilitation, pharmacy, behavioural health, and allied professionals to improve outcomes and patient adherence. Digital health tools such as remote monitoring, personalised care plans, and data-driven clinical decision support, will enable continuous care beyond hospital settings.

In addition, it will serve as a platform for research and talent development by strengthening training in systems thinking and data literacy, while advancing innovation through collaborative research, clinical trials, and evidence-based interventions aligned with national health priorities.

Strategy

3.3.1 Advance cancer care continuum from prevention and early detection to quaternary intervention including rehabilitation, and palliative support

Strategy

3.4.1 Advance metabolic care continuum from prevention and early detection to quaternary intervention across the metabolic spectrum



Thrust 4 FINANCIAL SUSTAINABILITY

1

Goal

3

Objectives

4

Strategies

Overview

Financial sustainability is critical to Universiti Malaya as it enables the University to sustain and enhance its academic excellence, research capacity and societal contributions over the long term. As Malaysia's oldest and highest-ranked public university, UM carries a national responsibility to remain globally competitive while continuing to serve national and community needs. Heavy reliance on government funding exposes the University to fiscal constraints and policy shifts. Accordingly, diversifying income streams through endowments, research grants, commercialisation, industry partnerships and strategic asset development is essential to reduce dependency and strengthen institutional resilience.

A stronger financial base allows UM to invest with greater certainty in talent, innovative teaching, technology, infrastructure and high-impact research, as well as strategic global collaborations. It supports the attraction and retention of top academics and researchers, expands scholarships and assistance for deserving students, and sustains world-class facilities and services. Importantly, it provides flexibility to respond to emerging challenges and opportunities, including digital transformation, sustainability demands and regional economic shifts. Such agility is increasingly important in a higher education landscape where relevance, reputation and competitiveness depend on the ability to adapt and execute effectively.

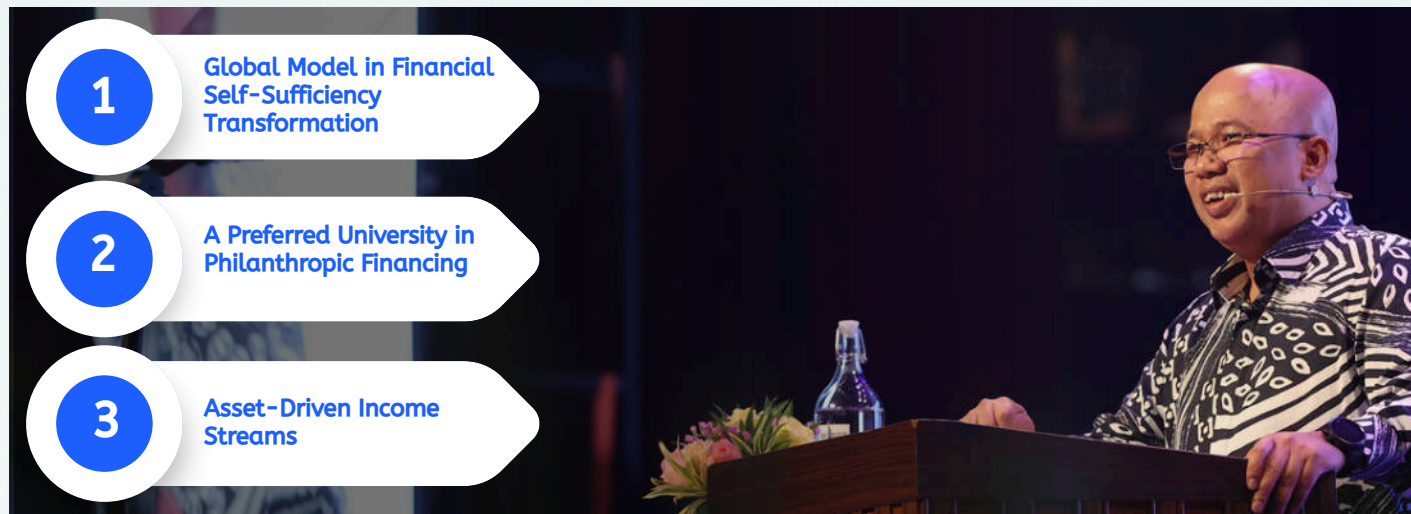
Financial sustainability also reinforces UM's role in national development. As a research-intensive university, UM is a key contributor to Malaysia's innovation ecosystem and human capital pipeline. Stable financial capacity enables interdisciplinary research aligned with national priorities and enhances the University's ability to produce graduates prepared for future industries.

Ultimately, financial sustainability affirms UM's autonomy and academic freedom, ensuring that it remains resilient and globally respected while continuing to deliver lasting value to society for generations to come.

Goal

Attain financial freedom by reducing dependence on government grants through the development of multiple, sustainable revenue streams.

Objectives



Objective 4.1

Global Model in Financial Self-Sufficiency Transformation

UM will transition from government dependence to self-sufficiency through a three-pillar approach that focuses on internationalisation, digital transformation and research commercialisation, supported by disciplined governance and market-responsive execution. This includes expanding international student recruitment, targeting key markets. This objective demands organisational restructuring, market-driven programme development and strong industry collaborations.

Strategies

- 4.1.1 Increase the number of international students with the target of 20,000 students over 5 years**
- 4.1.2 Establish offshore and branch campuses in Asia, Southeast Asia and the Middle East**



Objective 4.2

A Preferred University in Philanthropic Financing

Philanthropic financing strengthens UM's long-term financial capacity by reducing reliance on volatile sources such as government allocations and tuition fees, while building a resilient and mission-aligned foundation for growth. It supports sustainable funding for scholarships, research and strategic priorities, and reinforces equitable access to education for deserving students. This will be advanced through four key philanthropic instruments: endowment, zakat, waqf and donations. Collectively, these instruments strengthen UM's ability to innovate strategically, expand social impact, while maintaining financial autonomy and institutional integrity.

Strategy

4.2.1 Global Endowment; Zakat; Waqf; Donation



Objective 4.3

Asset-Driven Income Streams

Universiti Malaya will strengthen long-term financial capacity by developing strategic infrastructure through external financing through bond or sukuk models, with repayment derived from future earnings from revenue-generating assets such as student accommodation. This approach reduces reliance on government funding, enables timely delivery of high-impact developments, and supports UM's broader financial sustainability agenda.

Sukuk, as Shariah-compliant and asset-based instruments, provide a structured mechanism to mobilise capital into productive projects. By linking financing to tangible assets or projects, sukuk supports ethical financing principles while offering investors potentially stable returns. For UM, this financing model enables the University to scale development in a responsible manner while maintaining alignment with its strategic goals.

The proposed development portfolio is estimated at RM4.5 billion, targeted for completion by 2030, and projected to generate RM976 million annually from 2031 onwards. Key projects include *Residensi Siswa*, UM Health Metropolis, and an integrated indoor sports complex. UM's 210-acre land bank in Sections 12, 15 and 16 offers strong long-term potential to support these initiatives, particularly as student enrolment is projected to increase to 50,000.

Advancing *Residensi Siswa* Phases 3 to 5 through sukuk or bond financing enables UM to accelerate delivery without significant upfront capital, while securing long-term asset ownership and recurring income. This model supports liquidity, diversifies risks and strengthens UM's reputation for innovative, responsible and future-ready campus development.

Strategy

4.3.1 Develop and finance revenue-generating infrastructure projects



Thrust 5 AGILE TALENT & CULTURE

3

Goal

7

Objectives

24

Strategies

Overview

Agile Talent & Culture is a key enabler of UMSP 2026–2030, strengthening talent and organisational culture as the foundation of Universiti Malaya’s long-term excellence and sustainability. The University’s ability to deliver its strategic aspirations depends on its capacity to attract, develop, retain, and empower high-quality talent within an increasingly dynamic and competitive environment.

This thrust focuses on high-impact talent attraction, structured retention and development, and cultivation of an agile, values-driven organisational culture grounded in UM’s POISE values and holistic wellbeing. It ensures clear career and leadership pathways, aligns competencies with institutional and functional needs, and prepares the workforce for digital transformation and AI readiness.

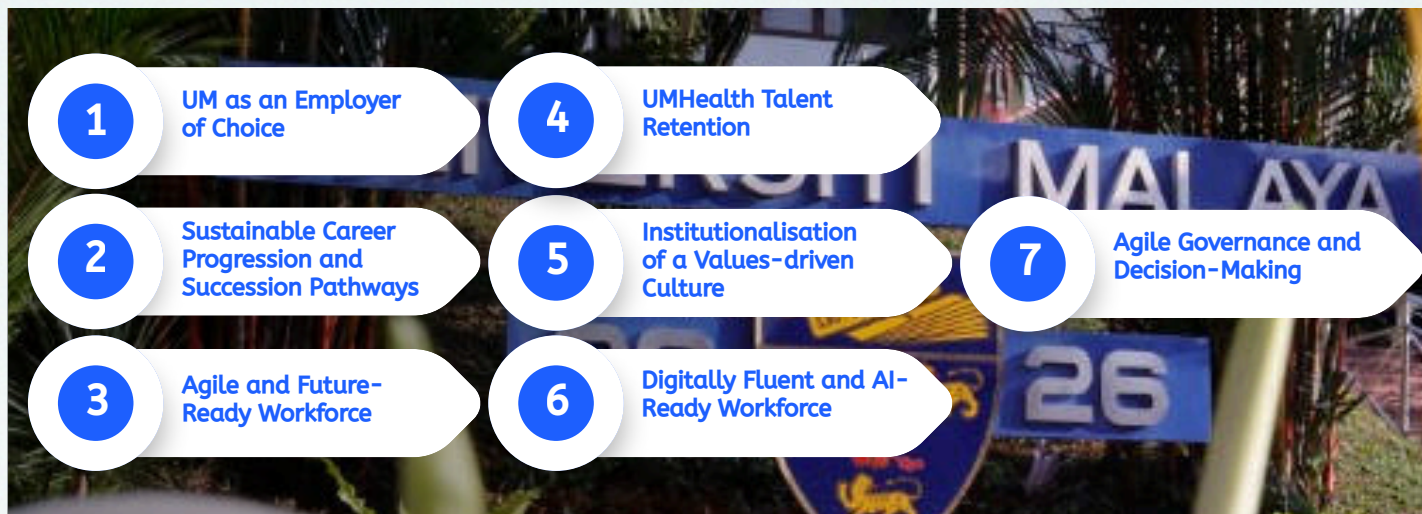
In response to evolving organisational needs and staff feedback, this thrust also strengthens agile governance, empowers decision-making by reducing unnecessary bureaucracy, clarifies roles and decision authority, and promotes distributed leadership and collaborative ways of working.

Overall, Agile Talent & Culture underpins the successful delivery of all UMSP thrusts by ensuring UM remains future-ready, resilient, and globally competitive, driven by strong capability and a progressive organisational culture.

Goals

- Talent Magnet - Strengthen the University’s ability to attract, recruit, and nurture high-quality talent from diverse local and international sources.
- Talent Retention and Development - Retain and grow the University’s talent pool through structured pathways, leadership development, and effective workforce realignment.
- Agile and Future-Ready Organisational Culture - Foster a supportive, innovative, and recognition-driven environment that strengthens staff satisfaction, sense of belonging, and adaptability to future challenges.

Objectives



Objective 5.1 UM as an Employer of Choice

Universiti Malaya will work towards being an Employer of Choice by strengthening its ability to attract, recruit, and nurture high-calibre talent aligned with the University's strategic priorities. UM will enhance its global visibility and employer branding to improve competitiveness in a dynamic talent market, while expanding targeted international recruitment to diversify expertise and strengthen global networks. A clear and consistent Talent Value Proposition (TVP) that articulates a compelling employee experience will be institutionalised, supported by structured development opportunities, recognition, and meaningful work.

A systematic talent scouting mechanism will be established across universities, industries, and professional sectors to identify high-potential candidates early and build a stronger pipeline for specialised roles. To ensure leadership continuity, UM will also develop a structured ecosystem for talent identification and capability development that strengthens succession planning and institutional resilience. In addition, targeted talent attraction strategies will be implemented for UMHealth to secure specialised clinical, academic, and digital health capabilities needed to advance UM's healthcare ambitions and academic excellence.

Strategies

- 5.1.1 Strengthen global visibility and employer branding positioning**
- 5.1.2 Expand targeted international recruitment initiatives**
- 5.1.3 Strengthen and institutionalise Talent Value Proposition (TVP)**
- 5.1.4 Establish systematic talent scouting across universities, industries, and professional sectors**
- 5.1.5 Develop a structured talent identification and development ecosystem**
- 5.1.6 Implement targeted talent attraction strategies for UMHealth**

Objective 5.2

Sustainable Career Progression and Succession Pathways

Clear, sustainable, and trusted career progression and succession pathways need to be established to strengthen staff motivation, retention, and leadership continuity across Universiti Malaya. UM will implement structured leadership and career progression frameworks that clarify career routes, expected competencies, and readiness milestones, ensuring talent development is purposeful and aligned with institutional needs. Transparent and standardised recognition and promotion criteria will be further enhanced, particularly for administrative staff, to ensure fairness, consistency, and confidence in merit-based advancement.

UM will also build a credible and trusted leadership pipeline by identifying high-potential talent across all levels, strengthening leadership readiness, and ensuring continuity through systematic succession planning. Complementing these efforts, UM will cultivate a strong mentoring culture that supports continuous capability growth through knowledge transfer, coaching, and structured professional development. Collectively, these measures will enhance workforce stability, elevate institutional capacity, and ensure that UM develops leaders who are resilient and values-driven deliver strategic outcomes under the UMSP 2026–2030.

Objective 5.3

Agile and Future-Ready Workforce

Organisational agility will be strengthened by developing a workforce that is aligned to evolving institutional priorities and capable of delivering high-impact outcomes. This objective supports the transition towards a balanced, diamond-shaped organisational structure that expands mid-level leadership capacity, accelerates decision-making, and improves operational effectiveness across the University.

UM will expand Subject Matter Expertise (SME) capabilities across critical functions to raise professional standards, improve service quality, and provide specialised support for key priorities, including healthcare excellence, research impact, and sustainability transformation. Competency alignment across Responsibility Centres will be institutionalised to ensure consistent capability standards and optimal workforce deployment across diverse operational contexts. Through improved workforce planning, clearer role design and competency-based placement, UM ensures that human capital is strategically positioned to meet institutional demands, reduce inefficiencies, and build long-term capacity. Collectively, these measures enable UM to remain adaptive, responsive and globally competitive, supported by a workforce structure that is fit-for-purpose, dynamic, and aligned with national and international higher education expectations.

Strategies

- 5.2.1 Establish structured leadership and career progression frameworks**
- 5.2.2 Implement transparent and standardised recognition and promotion criteria for administrative staff**
- 5.2.3 Develop a robust leadership pipeline across all levels**
- 5.2.4 Establish a strong mentoring culture for continuous capability growth**

Strategies

- 5.3.1 Transition towards a balanced, diamond-shaped organisational structure**
- 5.3.2 Strengthen Subject Matter Expertise (SME) capabilities across critical functions**
- 5.3.3 Institutionalise competency alignment across Responsibility Centres**

Objective 5.4

UMHealth Talent Retention

Talent retention and capability sustainability across UMHealth are crucial to ensure continuity of specialised expertise required to deliver UM's healthcare aspirations in education, research, and clinical services. UM will establish an integrated talent management system for UMHealth that coordinates workforce planning and talent management processes, and ensures the systematic availability of critical competencies across clinical, academic, operational, and digital health functions. A comprehensive and targeted talent retention framework will be implemented to improve staff engagement, professional development, and long-term workforce stability, particularly in high-demand areas where competition for talent is intensifying.

This framework will provide clearer career development pathways, relevant learning opportunities, structured support systems, and stronger workforce wellbeing to improve satisfaction and retention. By consolidating talent strategies under a unified UMHealth approach, the University enhances role continuity, reduces operational disruptions, and ensures service reliability. Ultimately, UMHealth will be supported by a stable and high-performing workforce, aligned with the University's ambition to be a globally recognised academic health hub.

Objective 5.5

Institutionalisation of a Values-driven Culture

Universiti Malaya will institutionalise a values-driven organisational culture grounded in POISE and appreciation to promote staff engagement, wellbeing, and a shared sense of belonging. The University aims to foster an inclusive, collaborative, and psychologically safe work environment that supports respectful communication, teamwork, and trust across all levels. POISE values will be embedded consistently through leadership behaviours, workplace practices, and staff development initiatives to reinforce professionalism, integrity, and service excellence. Simultaneously, UM will broaden recognition through expanded and diversified platforms beyond monetary incentives, ensuring that achievements, contributions, and positive workplace behaviours are continuously acknowledged and celebrated.

Holistic community development is promoted by recognising staff talents and contributions beyond formal roles, including cultural heritage, performing arts and sports, as part of building an inclusive, diverse, and vibrant university ecosystem. By improving morale and cohesion across the University, these strategies cultivate a healthier workplace culture and reinforce UM's long-term competitiveness and sustainability. Overall, UM's organisational culture will remain people-centred, values-driven, and aligned with institutional excellence.

Strategies

- 5.4.1 Establish an integrated talent management system for UMHealth**
- 5.4.2 Implement a comprehensive and targeted UMHealth talent retention framework**

Strategies

- 5.5.1 Enhance staff engagement and sense of belonging**
- 5.5.2 Enculturation of POISE values**
- 5.5.3 Expand and diversify staff recognition platforms**
- 5.5.4 Create an inclusive, diverse, and holistic university community**

Objective 5.6

Digitally Fluent and AI-Ready Workforce

In line with Malaysia’s national agenda to accelerate digitalisation and improve public-sector efficiency, UM will develop a digitally fluent and AI-ready workforce equipped with the competencies required for future work practices. Core digital and AI literacy programmes will be delivered to build foundational capabilities in digital tools, data awareness, and AI-enabled work processes that improve productivity and service efficiency. UM will cultivate a culture of innovation enabled by digital and AI technologies to support agility, sharpen problem-solving, and accelerate service and process improvements across academic and administrative functions. At the same time, ethical, responsible, and professional AI adoption will be embedded through reinforced governance mechanisms, institutional guidelines, and awareness initiatives to support safe, trustworthy, and aligned implementation across the University.

By expanding digital capabilities while reinforcing ethical safeguards, UM ensures that technological adoption remains consistent with institutional values, protects stakeholders, and supports operational resilience. Collectively, these efforts position UM to respond proactively to emerging technologies, enhance institutional competitiveness, and build a workforce that is adaptive and confident in leading transformation in higher education and beyond.

Objective 5.7

Agile Governance and Decision Making

Universiti Malaya will strengthen agile governance and decision-making through flatter and more empowered organisational practices that improve implementation speed, accountability, and institutional responsiveness. Governance structures, decision layers, and processes will be streamlined to reduce unnecessary bureaucracy, strengthen efficiency, and enable more timely decision-making. Role clarity and decision authority will be reinforced to ensure responsibilities are well defined, decisions are made at the appropriate level, and implementation is coordinated effectively across the University.

Distributed leadership will be promoted to empower units and teams, encourage shared ownership, and increase institutional agility in responding to emerging challenges and opportunities. Through clearer governance structures, greater empowerment, and more efficient decision flows, UM enhances organisational performance and ensures resources, talent, and initiatives are managed with stronger pace and impact. These measures also support a culture of collaboration and accountability, enabling UM to adapt within a changing higher education landscape while ensuring strategic initiatives can be implemented effectively and sustainably.

Strategies

- 5.6.1 Develop and implement core digital and AI literacy programmes**
- 5.6.2 Foster an innovation culture enabled by digital and AI technologies**
- 5.6.3 Embed ethical, responsible, and professional use of AI**

Strategies

- 5.7.1 Streamline governance structures, decision layers, and processes**
- 5.7.2 Strengthen role clarity, decision authority, and distributed leadership**

Thrust 6 CATALYSING DIGITAL FUTURES

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Goal
3
Objectives
6
Strategies

Overview

Catalysing Digital Futures positions Universiti Malaya as a primary driving force in the digital age by integrating technology across teaching, research and governance. Digital transformation is pursued as a strategic enabler of better responsiveness, stronger service delivery and improved decision-making, rather than a purely technical project.

At its heart, this thrust focuses on a fundamental change in organisational culture. It moves beyond hardware to support the daily lives of students and staff through enhanced productivity, transparency, and data security. By making technology a supportive partner, the University enables its community to focus more effectively on its core missions of learning, discovery and service.

A robust data governance framework underpins this thrust by ensuring institutional information is reliable, integrated and fit for purpose. With better data quality and system interoperability, UM can make evidence-based decisions that reflect real campus needs. This foundation supports UM's evolution into a smart organisation, enabling faster responses to emerging needs and demands in the wider higher education landscape.

Ultimately, this thrust aims to build organisational resilience and deliver lasting value to society. By fostering a digital-ready environment and secure infrastructure, UM strengthens its capacity to adapt, innovate and remain competitive and impactful in a connected world.

Goal

Lead and accelerate the University's digital transformation by developing and implementing a comprehensive digital ecosystem that enhances research, teaching, and learning through data-driven innovation, agile governance, and sustainable digital infrastructure.

Objectives



Objective 6.1 AI and Data Integration

Universiti Malaya will transform teaching, learning, research, governance and operations through AI and data integration. All core university functions will be enhanced by leveraging advanced digital technologies and integrated data systems. Through intelligent platforms, research quality is elevated by enabling data-driven innovation, and governance is optimised through transparent, accountable and efficient processes.

By embedding AI and integrated data solutions across academic, research, and administrative domains, this objective supports evidence-based decision-making, improves operational performance, cultivates a culture of innovation, and positions the University to be globally competitive in a rapidly evolving digital landscape.

Strategies

- 6.1.1 Leverage AI, data analytics and digital technologies to drive sustainable excellence across teaching, learning, research and university governance and operations**
- 6.1.2 Advance the Smart Campus ecosystem by developing AI-driven, immersive, and data-enabled environments that support both dynamic learning and research innovation**

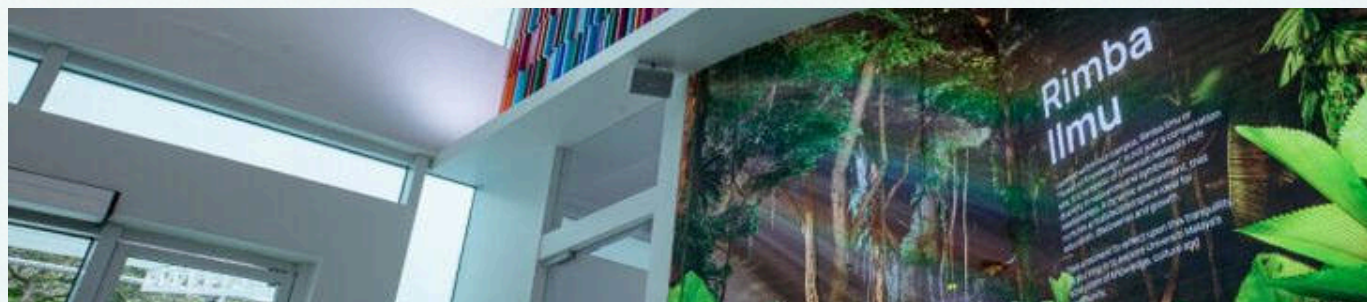


Objective 6.2

Institutional Workflow Digitalisation

Universiti Malaya will digitise institutional workflows across academic, research, and administrative domains through process automation, system integration, and data-driven decision-making. The University will modernise operations by addressing fragmented and manual processes through the adoption of automated and fully integrated digital workflows. Emphasis is placed on seamless system interoperability and the effective utilisation of institutional data to enable more informed, timely, and evidence-based decision-making.

The implementation of comprehensive digitisation initiatives will enhance operational efficiency, reduce processing time, and improve the delivery of university services. Integrated systems will ensure consistent, accurate, and reliable data management to support strategic planning and performance monitoring. Overall, this initiative will strengthen governance, enhance productivity across the university community, and ensure efficient, transparent, and sustainable operations.



Objective 6.3

Data-Driven, AI-Ready Institutional Culture Alignment

A data-driven and AI-ready institutional culture aligns people, policies, and technology to support continuous innovation, compliance, and collaboration. The University will cultivate a university-wide culture that fully embraces data-driven decision-making and AI readiness by aligning staff competencies, institutional policies, and technological capabilities. This will strengthen the ability to innovate consistently while ensuring compliance with regulatory and ethical standards and enabling effective collaboration across all functions.

By embedding AI and data-centric approaches into everyday practices, operational efficiency will be enhanced, research and academic outcomes are strengthened, and proactive problem-solving is encouraged. These efforts enable the University to adapt quickly to emerging needs, reinforce a culture of continuous learning and innovation, and sustain UM's competitiveness in an increasingly digital and interconnected environment.

Strategies

- 6.2.1 Implement smart governance and decision intelligence**
- 6.2.2 Develop next-generation digital campus infrastructure**

Strategies

- 6.3.1 Foster a culture of digital innovation and collaboration by empowering people through digital talent and AI literacy**
- 6.3.2 Strengthen ICT and data governance, ethics, and cyber trust**

Thrust 7 ESG-DRIVEN ECOSYSTEM

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Goal
3
Objectives
6
Strategies

Overview

ESG-Driven Ecosystem is central to Universiti Malaya's transformation into a future-ready institution that embodies environmental responsibility, social progress, and principled governance. As Malaysia's premier university, UM must model the standards of sustainability, equity, and integrity expected of a global knowledge institution. Embedding ESG into UM's strategy and identity ensures that decisions, policies, and operations reflect responsible leadership, financial resilience, and alignment with national aspirations and international frameworks.

Environmentally, this thrust advances UM's ambitions towards becoming a carbon-neutral, climate-resilient, and regenerative campus. Amid escalating climate risks, UM must accelerate decarbonisation efforts, strengthen ecosystem resilience, advance circularity, and embed sustainable resource management across campus operations.

Socially, UM recognises that excellence is grounded in inclusion, wellbeing, and meaningful participation. This thrust seeks to strengthen a diverse, equitable, and inclusive environment by embracing Malaysia's multicultural identity while nurturing global perspectives. Through structured wellbeing initiatives, DEI policies, community-engaged learning, and student empowerment, UM aims to produce holistic graduates with strong social responsibility and planetary consciousness.

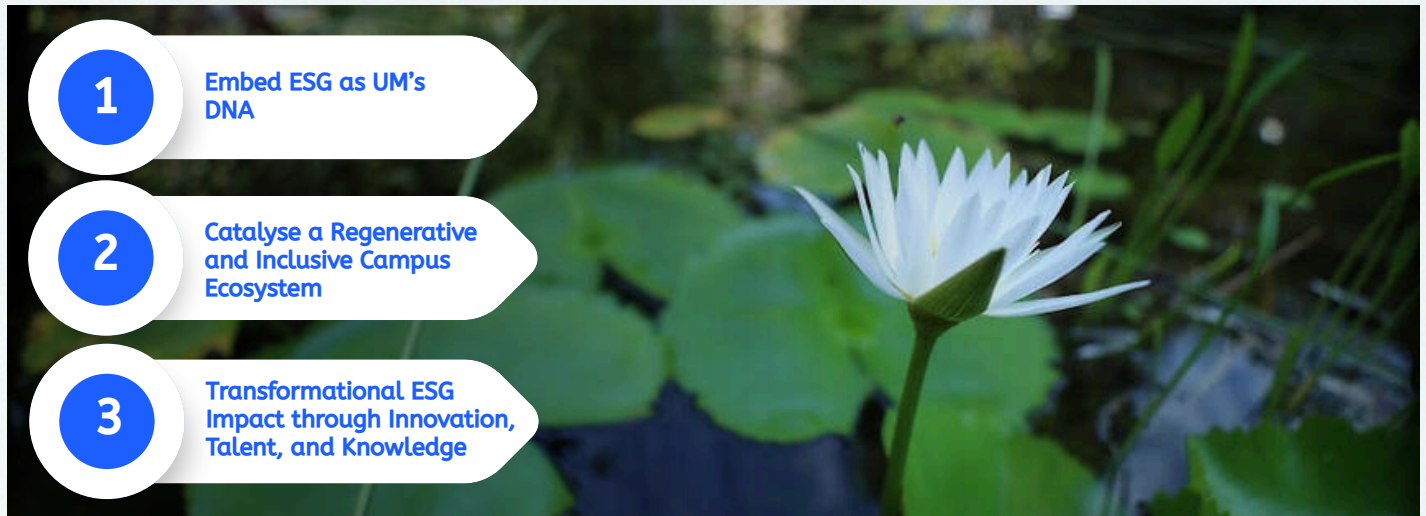
Good governance underpins UM's credibility and global standing. By institutionalising transparent, ethical, and accountable systems, UM becomes a living model of principled leadership. ESG-aligned monitoring, risk-informed planning, ESG-linked reporting, and robust compliance frameworks will further support UM's ability to meet stakeholder expectations, including those linked to rankings and regulatory requirements.

Overall, this thrust positions UM to deliver meaningful ESG impact through innovation, talent, and knowledge. By integrating research, education, operations and community engagement, UM advances solutions that contribute to policy and practice, support sustainability transitions, and develop future-ready changemakers.

Goals

- Environmentally, UM will lead as a carbon-neutral, climate-resilient, and regenerative campus to set a new standard in environmental leadership.
- Socially, UM will foster a diverse, equitable and inclusive academic environment that reflects Malaysia's multicultural identity and embraces global perspectives as a driver of institutional excellence and societal progress.
- Governance-wise, UM will lead with integrity by strengthening accountability, transparency, and ethical decision-making to position UM as a living model of principled governance excellence.

Objectives



Objective 7.1

Embed ESG as UM's DNA

Environmental, Social and Governance (ESG) principles will be embedded into the core of Universiti Malaya's strategy, culture, and institutional identity, ensuring that they guide leadership decisions, policy development, and operational practices across all levels of the University. UM will institutionalise ESG-integrated planning and performance management mechanisms to ensure that priorities, investments, and programmes deliver measurable sustainability outcomes, social responsibility, and governance integrity.

This includes reinforcing ESG-aligned risk assessment, financial resilience measures, compliance frameworks, and transparent reporting systems that align with relevant international sustainability standards while remaining responsive to Malaysia's national aspirations and local realities. Internal coordination should be strengthened through clear governance structures, defined accountability, and data-driven monitoring to support consistent implementation across faculties, centres, and administrative entities.

Simultaneously, UM will nurture a purpose-driven organisational culture that values ethical leadership, equity, and long-term stewardship, ensuring that ESG is not treated as a standalone agenda but as an integral part of UM's institutional DNA. These collective efforts reinforce UM's credibility, stakeholder trust, and global competitiveness as a responsible knowledge institution.

Strategies

- 7.1.1 Institutionalise ESG principles across university governance, policies, and decision-making processes**
- 7.1.2 Strengthen university's financial sustainability management by integrating ESG considerations into budgeting, risk management, investment planning, and resource optimisation**
- 7.1.3 Align institutional strategies and performance with national priorities, regional commitments, and global sustainability standards**
- 7.1.4 Advance ESG-driven education and leadership by embedding sustainability competencies into curriculum, training, and professional development**

Objective 7.2

Catalyse a Regenerative and Inclusive Campus Ecosystem



This objective aims to position Universiti Malaya as a living model of sustainability in action by advancing a regenerative, carbon-neutral, and climate-resilient campus ecosystem that also strengthens inclusion, wellbeing, and social cohesion.

UM will accelerate decarbonisation through energy efficiency, renewable energy adoption, green mobility strategies, and low-carbon operations, and improve campus resilience to climate-related risks through nature-based solutions and ecosystem restoration. Beyond environmental performance, campus development will be guided by inclusive and human-centred design that promotes accessibility, safety, belonging, and wellbeing for students, staff, and visitors from diverse backgrounds. Structured wellbeing programmes and DEI-related policies will be further advanced to cultivate a learning and working environment that reflects Malaysia's multicultural identity while embracing global perspectives.

Importantly, students, staff, communities, and strategic stakeholders are mobilised to co-create solutions through participatory platforms, living labs, and community-engaged initiatives. By integrating circular economy practices, responsible resource management, and regenerative landscaping, UM will build a thriving environment grounded in planetary health. This objective transforms the campus into a future-ready ecosystem that promotes sustainability, innovation, and social progress together.

Strategies

- 7.2.1 Accelerate decarbonisation and strengthen climate resilience through low-carbon pathways, climate adaptation planning, and risk-informed campus development**
- 7.2.2 Operationalise regenerative systems by restoring and enhancing biodiversity, green infrastructure, and ecosystem services**
- 7.2.3 Embed circular economy principles by improving waste reduction, sustainable procurement, resource efficiency, and material recovery**
- 7.2.4 Integrate environmental sustainability across healthcare delivery, operations, education and research**
- 7.2.5 Create a safe, socially inclusive, and wellbeing-oriented campus by strengthening support systems, improving accessibility, and promoting a culture of care**

Objective 7.3

Transformational ESG Impact through Innovation, Talent, and Knowledge

UM will extend its ESG leadership beyond the campus by driving transformational impact through research excellence, education, community engagement, and leadership development that contribute to sustainable societal progress.

The University will strengthen its role as a national and regional hub for ESG solutions by generating evidence-based innovations, policy-relevant research, and scalable models that address pressing challenges, including climate adaptation, public wellbeing, equity, sustainable urban systems, and responsible governance. Through interdisciplinary collaboration and strategic partnerships with government agencies, industry, civil society, and international institutions, UM will accelerate the translation of knowledge into practical outcomes that inform policy, strengthen community resilience, and support sustainability transitions in Malaysia and the region.

Education will serve as a key lever by embedding sustainability literacy, ethical reasoning, and systems thinking across the curriculum to develop graduates who are socially responsible. UM will also empower student and staff as changemakers through structured programmes that foster civic engagement, innovation, and social entrepreneurship.

By integrating impact measurement and ESG reporting, UM ensures accountability while amplifying its contributions to national priorities and global frameworks, strengthening its reputation as a trusted leader in ESG-driven transformation.

Strategies

- 7.3.1 Strengthen and expand community engagement through collaborative programmes, community-based learning, and partnerships that deliver measurable social and environmental benefits**
- 7.3.2 Leverage research, innovation, and interdisciplinary expertise to generate ESG solutions that influence policy, accelerate sustainability transitions, and create meaningful impact at national and regional levels**



Objectives



Objective 8.1 A Distinctive Global UM Brand

Building a distinctive global brand for UM involves articulating and promoting the University's unique strengths, heritage, and values. Through consistent and targeted branding efforts, UM can enhance its visibility and influence in the global arena. This includes showcasing academic excellence, cultural diversity, leadership in sustainability, and a commitment to innovation.

Strategies

- 8.1.1 Define and shape the UM brand**
- 8.1.2 Enhance the promotion of UM brand by enhancing UM's global visibility**
- 8.1.3 Brand Governance: Ensure the UM brand is used consistently, strategically, and responsibly across the entire university ecosystem**

Objective 8.2 UM Visibility Amplification

UM's visibility is crucial to strengthen its presence, influence and reputation in the international academic community. Greater visibility supports clearer recognition of UM's distinctive strengths and impact, reinforces credibility and trust, and improves the University's ability to attract partnerships, talent and opportunities. By consistently demonstrating academic excellence, leadership and real-world contributions, UM enhances its standing as a world-class institution while remaining anchored in regional relevance and meaningful global contribution.

Strategies

- 8.2.1 Intensify UM's online presence**
- 8.2.2 Promote UM's core strengths as a world-class institution delivering unparalleled value through groundbreaking endeavours**
- 8.2.3 Promote flagship research in high-impact domains**
- 8.2.4 Elevate the profile of its academics and students by showcasing their leadership, academic excellence, and global engagement**



12 FLAGSHIP INITIATIVES

1

UM LEADER attributes for students' holistic development

2

Cybergogical empowerment to integrate AI-driven and technology-enhanced teaching

3

Innovation and commercialisation ecosystem enhancement

4

Health Virtual Hospitals (e-PPUM/ e-UMSC) development

- Virtual clinics and wards

5

UM satellite clinics as branch healthcare centres directly linked to PPUM

6

UM global expansion to establish offshore and branch campuses in Asia and the Middle East

7

Sukuk to finance revenue-generating infrastructure projects

8

Subject Matter Experts (SME) development among executive staff across critical administrative functions

9

UMHealth talent retention framework

10

Smart campus ecosystem with AI-driven, immersive, and data-enabled environments

11

Carbon neutral and climate-resilient campus by 2030

12

Promotion of UM as a world-class institution delivering unparalleled value through groundbreaking endeavours



The development of the Universiti Malaya Strategic Plan 2026–2030 was led and coordinated by Professor Dr. Yahaya Ahmad, Associate Vice-Chancellor (Corporate Strategy). This process was strongly supported by the University’s top management, comprising Professor Dato’ Seri Ir. Dr. Noor Azuan Abu Osman, Professor Dr. Hasniza Zaman Huri, Professor Dr. Zamri Radzi, Professor Ir. Dr. Kaharudin Dimiyati, Professor Ir. Dr. Ramesh Singh Kuldip Singh, Professor Ir. Dr. Abdul Aziz Abdul Raman, Mr. Wan Mohd Sofi Wan Mustapha, Mr. Johan Isha, and former PPUM Director, Professor Dr. Nazirah Hasnan. Their strategic insights, commitment and moral support were pivotal to the development of this Strategic Plan.

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We extend our sincere appreciation to all Portfolio Leaders for their outstanding cooperation, invaluable insights, constructive feedback and constant support throughout the development of this Strategic Plan. Their contributions have significantly strengthened its direction, content and relevance, and have helped ensure that it is well aligned with the University’s long-term strategic direction.

Our appreciation also goes to the Thrust Leaders and taskforce members who were directly involved in shaping this Strategic Plan, particularly in formulating the objectives, goals and strategies for each Thrust. We are equally grateful to the team at the Strategic Management Centre (SMC) for their dedicated secretariat support. Their coordination, documentation and editorial efforts were crucial in ensuring the timely completion and publication of this Strategic Plan.

While we have endeavoured to acknowledge the key individuals and groups most directly involved, we remain deeply indebted to many others whose names do not appear here. Their hard work and quiet dedication over the past year have been integral to the successful completion of this Strategic Plan.

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