

# Universiti Malaya Strategic Plan 2021-2025







**YM Tengku Datuk Dr. Mohd  
Azzman Shariffadeen Tengku  
Ibrahim**  
Chairman,  
UM Board of Directors  
(Nov 2018 - Oct 2021)

## Foreword from Chairman of Universiti Malaya Board of Directors

Assalamualaikum wbt and  
Greetings,

The Universiti Malaya's (UM) Strategic Plan 2021-2025 is the initial phase of a ten-year Transformation Plan that will run into 2030. By that time UM should be well on the way towards realising its vision of becoming a global university that is impacting the world.

UM has already gained wide recognition as the top university in Malaysia. This achievement comes with many heavy responsibilities. In my mind its foremost intellectual role is to provide sustained leadership based on its special strengths.

Major changes are taking place around the world. These changes demand that we take proactive steps to organise ourselves so that we may produce more beneficial outcomes that may lead to greater impacts on the wider community.

The emerging global system has repositioned knowledge as the primary source of value creation. Whether we are dealing with economic value or other kinds of value, knowledge will increase in importance.

Knowledge is at the heart of UM's functions and activities. Whether in teaching, research or public engagement, UM possesses unique knowledge about the human and natural environments that it has been operating in. This stock of knowledge should be widely shared and applied innovatively to create value to society.

Knowledge resides in people. Each individual has a distinct understanding of what is important or relevant in any particular context. For this reason, it is not feasible to manage a knowledge-based organisation according to strict hierarchy. A better way is to recognise each person's unique strength as a subject matter expert while at the same time building multi-disciplinary teams of equally accomplished experts focused on the delivery of well-defined goals and targets. By mobilising the specific knowledge of individual actors through systematic integration and consolidation, we will be able to create a dynamic, people-driven organisation for value creation.



Transformation has to begin with personal change. Behavioural changes individually and collectively will naturally arise when an adaptive and agile organisational ecosystem is put in place to promote creative thinking and entrepreneurial work delivery. Empowered staff who are creative and entrepreneurial in addressing critical issues and challenges will naturally find leadership roles. As more staff learn the new way of working UM will see the rise of agile networks of value-creating teams centred around knowledge and expertise.

This booklet serves to explain and clarify the meaning and implications of many of the transformative ideas that underlie the strategic planning work conducted thus far. As we move forward there will be many more concepts and frameworks that will need to be shared.

A journey of a thousand miles begins with a single step. UM has embarked on the journey by mobilising an initial team of leaders to collaborate freely and closely in an environment that promotes creativity and openness without fear of failure. I am hopeful that this new work culture will become the norm among UM people across the board.

This booklet is the result of intense effort by teams of dedicated staff who have taken on their respective roles and responsibilities with great enthusiasm, energy and discipline. They have received strong support from the alumni as well as many other external partners and collaborators. I thank them all for their contributions.

I look forward to witnessing the rebirth of UM, even stronger in intellectual accomplishment, and ready to take on the challenge of impacting the world.





**Professor Dato' Ir. Dr. Mohd Hamdi Abd Shukor**  
Vice-Chancellor UM

## Message from the Vice-Chancellor

Assalamualaikum wbt and Salam Sejahtera,

The Universiti Malaya Strategic Plan Booklet, which outlines more than 100 strategic initiatives under the 5 pillars, serves as a reference to all members of the UM community in our aspiration to become a global university. The purpose of this document is to chart the planned and co-ordinated implementation of all the strategic initiatives identified as part of institutional reform, mainly in Income Generation, Teaching & Learning, Research Innovation, Talent, and Entrepreneurship, that will elevate this institution to the next level.

Indeed, UM has come a long way since we started on our journey, and we are very happy with the progress that we have achieved so far; we look forward to the next stages of effective implementation. We believe our mission of 'Pushing the boundaries of knowledge and nurturing aspiring leaders' will produce the right human talent for the future: individuals who possess the right values and a deep understanding of the world, and are capable of contributing effectively to the global community.

I would like to express my sincere gratitude and thanks to everyone involved in our Strategic Plan, especially the Chairman and members of UM Board of Directors, for their unwavering support and guidance. Likewise, our deep appreciation to all members of the UM management team, Task force leaders and members, and everyone that has contributed their ideas, valuable time, and resources in the various stages of the formulation of this Strategic Plan.

Let us work together in a concerted and strategic manner to deliver the best teaching and learning ecosystem to all our stakeholders in order to achieve our vision of being a global university that is impacting the world.

Thank you.





# UM at a Glance

The University of Malaya was founded in Singapore on the 28<sup>th</sup> of September 1905 as the King Edward VII College of Medicine. The name University of Malaya was first used on the 8<sup>th</sup> of October 1949 with the merger of the King Edward VII College of Medicine and Raffles College (established in 1928). Its establishment marked the dawn of unprecedented advancement in education in Malaya, and led eventually to the founding of two autonomous branches in Kuala Lumpur and Singapore in 1959.

With the passing of the University of Malaya Act in 1961 by parliament, The University of Malaya, also known as Universiti Malaya (UM), was recognised as a public university in the Federation of Malaya from the 1<sup>st</sup> of January 1962. This makes UM the oldest public university in Malaysia.

UM's Coat of Arms bears the university's motto, '*Ilmu Puncta Kemajuan*', which translates to

"Knowledge is the Source of Progress". Throughout her more than one century of existence, UM has transformed from a university with the initial objective of nation building, to a nexus of knowledge. In this role, UM has continued to excel, continuously producing outstanding leaders, intellectuals and experts.

UM is a comprehensive research-focused university with multidisciplinary areas of research and teaching that encompass medicine, science, engineering, technology, social sciences and humanities. It has thirteen faculties, two academies, three centres and two institutes. UM also has the first and biggest teaching hospital in Malaysia, the Universiti Malaya Medical Centre (UMMC), which provides excellent healthcare services and serves as a major referral centre for Malaysia. In addition, the UM Research Clusters were established to further drive interdisciplinary research that addresses national and global challenges.

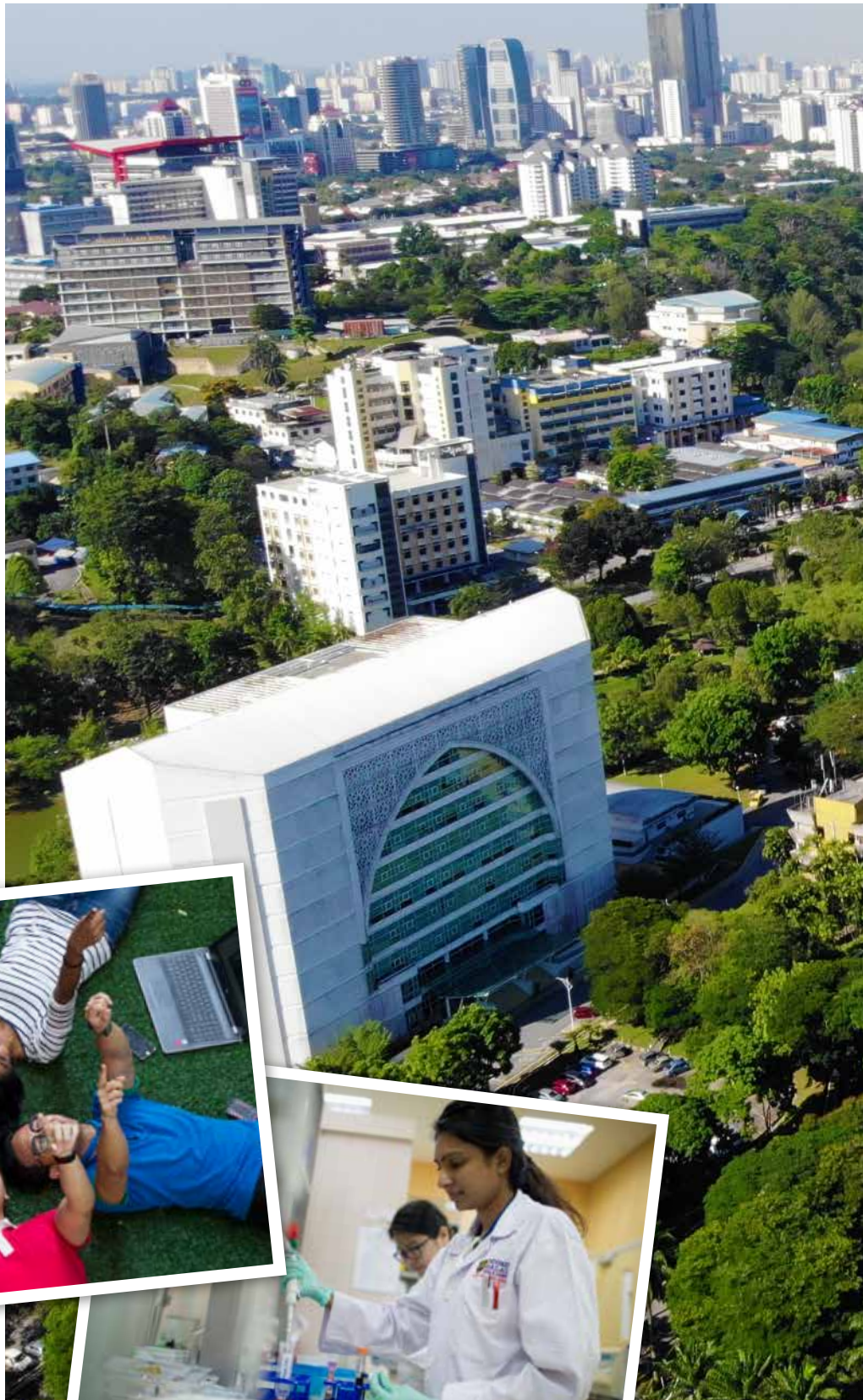
Steadfast in upholding our nation's aspirations, UM strives to achieve a global presence and international recognition. In recent years, UM has emerged among the world's top 100 universities in the Quacquarelli Symonds (QS) World University Rankings. UM continues to strengthen and promote strategic partnerships with relevant stakeholders that include



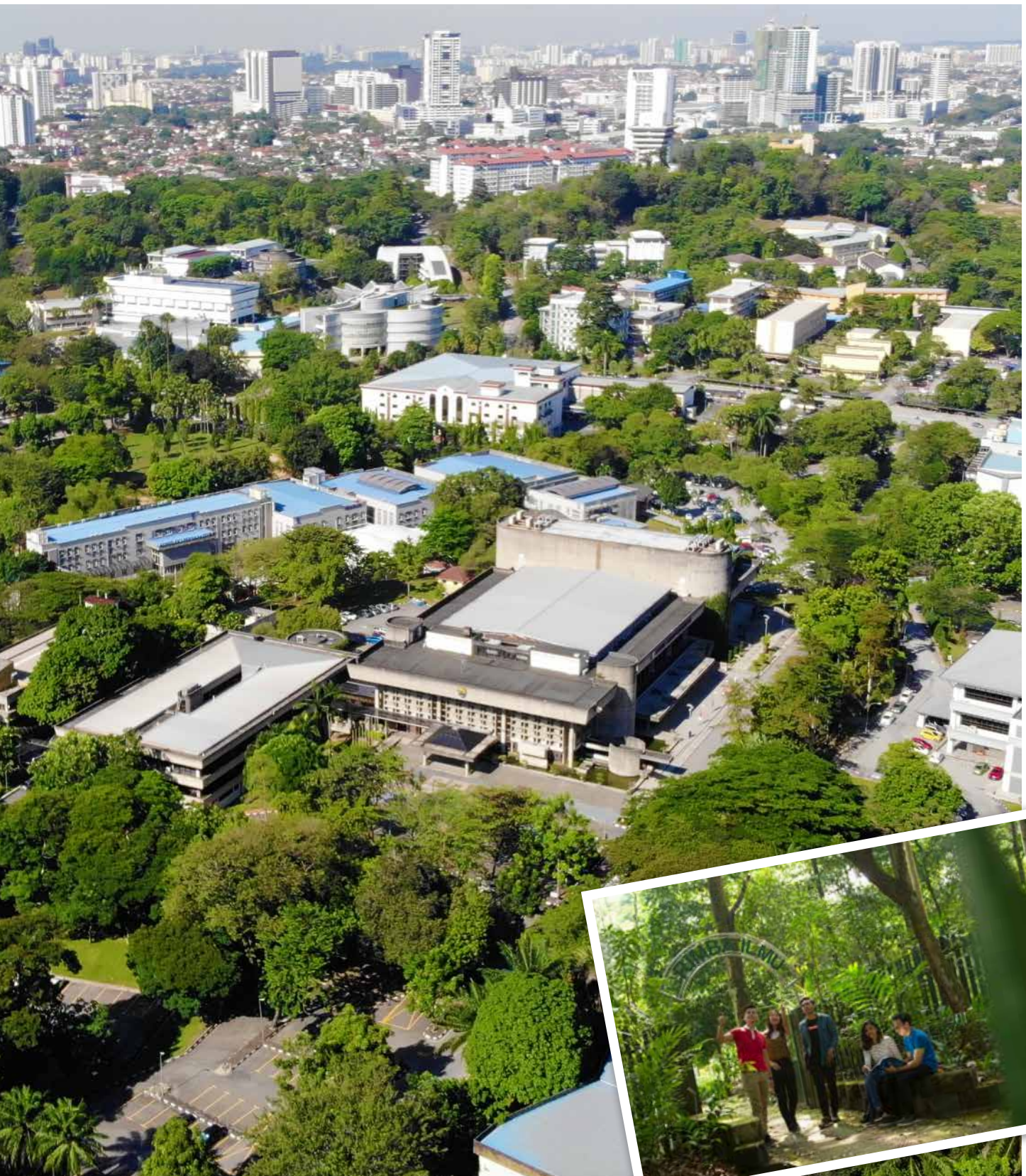


universities, industries, and government. To ensure that UM's academic curriculum meets and exceeds national and international requirements, all of the university's academic programmes fulfill the standards set by the Malaysian Qualification Agency (MQA). The university has also successfully attained accreditations from both local and international bodies as well as various institutions and professional bodies. UM also receives regional recognition through institutional assessment by the ASEAN University Network-Quality Assurance (AUN-QA), a testament to UM's quality as an institution of prestige at the international level.

UM attributes its strength and success to the university's diverse and inclusive staff, students, partners and collaborators, and alumni. UM's commitment and contribution to academia and society through teaching, research, and services has had a positive impact on the nation and the world.









# Our Story So Far



The King Edward VII College of Medicine was founded in 1905 to train the first Malaysian (Malayan) doctors. The College later became known as the University of Malaya in Singapore.



The University of Malaya, Kuala Lumpur campus was established in 1959.

The Carr-Saunders Commission recommended immediate formation of a university.

1905



King Edward VII College of Medicine was founded in Singapore.

1928



Raffles College was established in Singapore.

1938

The McLean Commission proposed a University College comprising both the King Edward VII College of Medicine and Raffles College.

1948



University of Malaya was established on 8 October 1949 in Singapore from the merger of King Edward VII College of Medicine and Raffles College.

1949

1959

The University of Malaya was divided into two autonomous branches based in Kuala Lumpur and Singapore.



University of Singapore (now known as National University of Singapore)



Universiti Malaya, Kuala Lumpur





Dewan Tunku Canselor, an iconic landmark of UM, was constructed between 1965-1966. It was officiated by Tunku Abdul Rahman on 25 June 1966.

1962

1965-66

1968

The University of Malaya was officiated as a public university in the Federation of Malaya on 1 January 1962 with the passing of the University of Malaya Act in 1961.

On 16 June 1962, the university celebrated the installation of its first Chancellor, Tunku Abdul Rahman, Malaysia's first Prime Minister. The first Vice-Chancellor was Professor Alexander Oppenheim, a world-renowned mathematician.

University of Malaya's Coat of Arms was officially chartered in April 1962 by Tunku Abdul Rahman, the university's first Chancellor.



University Hospital, which is currently known as the Universiti Malaya Medical Centre (UMMC), was opened in 1968. It serves as the teaching hospital for the Faculty of Medicine, Universiti Malaya and is the largest and oldest teaching hospital in Malaysia. UMMC is also the second largest hospital in Malaysia.



Establishment of the Museum of Asian Art for the exhibition of art work, art appreciation and research in paintings and art objects from the Asean Region.

Established a Quality Management System (QMS) based on MS ISO 9001-2000 Quality Management System-Requirements certification by SIRIM QAS International Sdn. Bhd. UM is the first public university to achieve this certification within the scope of design & development of first degree and postgraduate programmes, provision of education and support services, and related research activities. Currently UM QMS complies to the MS ISO 9001: 2015.

1974

1980

2002

2007

2009



Establishment of Rimba Ilmu or "The Forest of Knowledge", a tropical botanical garden in UM campus. It is designated for conservation, research and education about tropical plants. It occupies an area of 80 hectares, with living collections of over 1,700 species and herbarium collections with over 70,000 accessions.

Establishment of research clusters to address multi-, inter- and trans-disciplinary research. Currently there are 4 research clusters, namely Innovative Industry & Sustainability, Frontier of The Natural World, Social Advancement & Happiness, and Health & Well-being.

Granted Research University status by the Ministry of Higher Education (MOHE), Malaysia.



Granted the Self-accreditation status by the Malaysian Qualifications Agency (MQA) on 29 April 2010. This status allows UM to internally accredit all academic programmes (excluding professional programmes) based on the Code of Practice for Programme Accreditation and all related MQA policies and guidelines.

Granted autonomy status by MOHE in 4 dimensions namely Institutional, Financial, Human Resource and Academic.



Join the world's top 100 universities (QS World University Rankings 2019)

2010

2012

2010-15

2015

2018



The only public university in Malaysia that was granted High Impact Research (HIR) grants from MOHE to conduct research and publish papers in Tier 1 WOS.


Received the Asean University Network-Quality Assurance (AUN-QA) Institutional level certificate on 13 June 2018. To date six academic programmes have successfully undergone the AUN-QA programme assessment.

Pioneered UM Living Labs.









## *Serving the Nation, Impacting the World.*

As the nation's foremost flagbearer of intellectual and educational distinction, Universiti Malaya embodies the spirit and values of national rejuvenation and progress, as it steers Malaysia towards a future of prosperity and eminence with a clear vision, leadership, and academic responsibility.

We lead through knowledge creation and innovation through the advancement of research excellence and the nurturing of human capital. The next frontier of national growth and societal progress will be shaped by our decision to champion knowledge-driven and technology-led social innovation and knowledge transfer, leading to the growth of a forward-looking, resilient, sustainable and developed country. It is our unending quest to chart new boundaries of knowledge and to continuously mould the best global minds and talents for a better world.

## UM Vision and Mission



### **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, Universiti Malaya 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 unfailing 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.



### **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.





## UM Core Values

Core values are essential elements in an organisation. They drive excellence, professionalism, and good work culture.

### Passion

We perform our duties with pride, giving the best services in every attempt, driven by an unyielding inspiration by, and passion for what we do, so as to have a positive impact on students, community, nation and the global community.



PASSION



ONENESS



INTEGRITY



SINCERITY



EMPATHY

### Integrity

We carry out duties with total honesty, responsibility, and accountability, and always adhere to the highest ethical and moral standards in our personal and professional conduct. We stand by our decisions in the interest of truth and justice without fear or favour.

### Empathy

We embrace the concept of empathy in managing staff and students by adopting an intuitive system that understands or feels what others are experiencing from within.

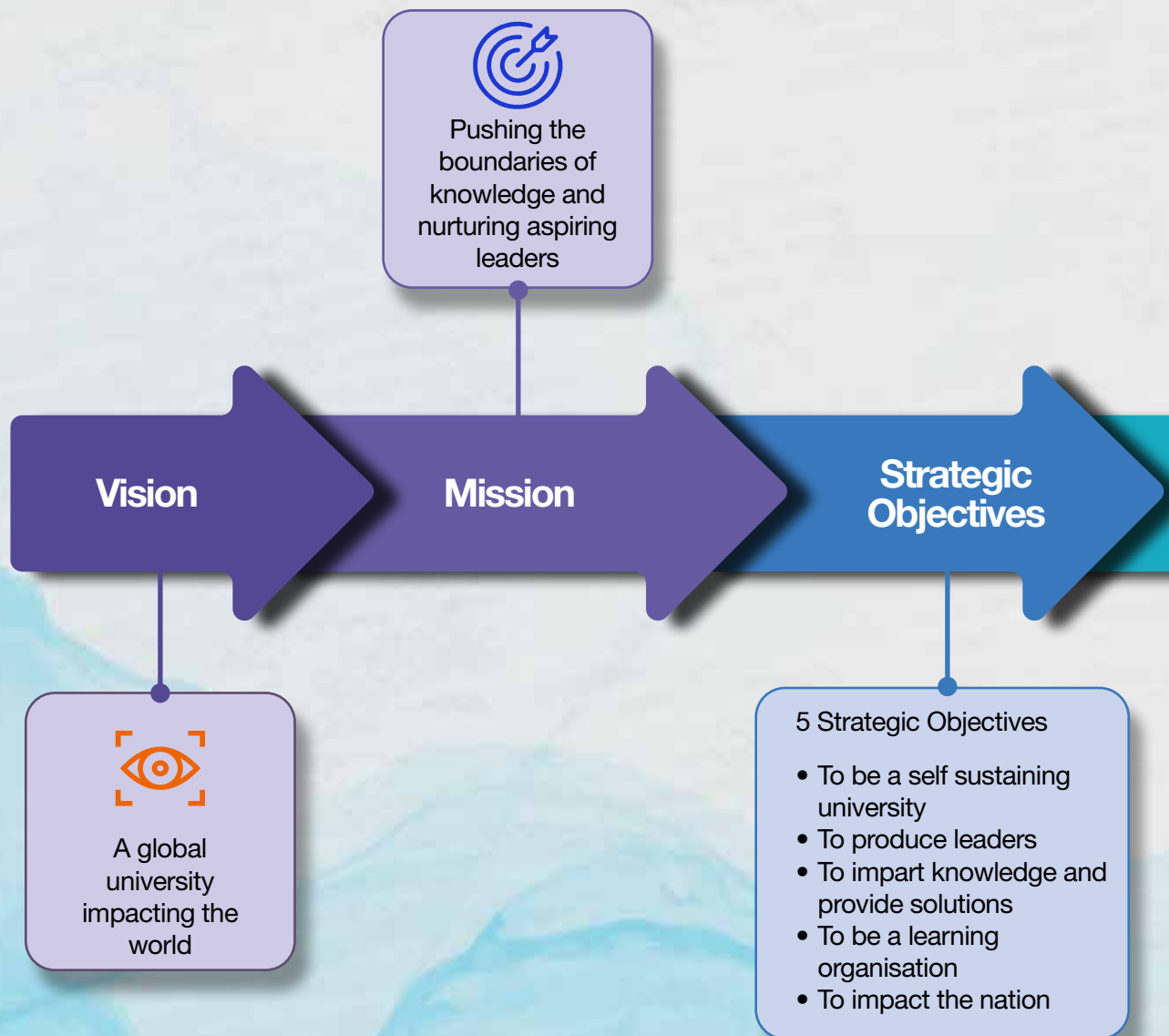
### Oneness

We are united as one UM community with shared values and understanding, demonstrating our commitment to creating a positive impact as we carry out all our responsibilities, such as teaching and learning, research and innovation, and other services. We embrace inclusiveness and accountability, upholding fairness and equal opportunities for all.

### Sincerity

We serve others as well as discharge duties and responsibilities with sincerity and honesty.

# Serving the Nation



**OUR VALUES**

**P**

**PASSION**

**O**

**ONENESS**



# Impacting the World

Define the strategies and initiatives to achieve the strategic objectives

## 5 Strategic Pillars

 **Pillar 1 - Income Generation**

 **Pillar 2 - Teaching & Learning**

 **Pillar 3 - Research & Innovation**

 **Pillar 4 - Talent**

 **Pillar 5 - Entrepreneurship**

**Transformation Plan**

**Strategic Plan**

**Key Performance Indicators (KPI)**

## 6 Key elements of UM Transformation Framework - CREATE

- C** Champion New Governance & Business Model
- R** Reimagine Education @UM
- E** Excel in Research
- A** Adobe Digital Enabled Lean Management Processes
- T** Transform Culture, Embrace Change & Nurture Talent
- E** Enhance Learning & Work Environment

Establish Institutional Key Performance Indicators (KPI) to measure outcomes and impact of the strategic plan

Establish Academy/Faculty/Centre KPIs

**I**

**INTEGRITY**

**S**

**SINCERITY**

**E**

**EMPATHY**

# House of Excellence



## Income Generation

- Enhancing *Saluran Terbuka UM* (SATU)
- Remote Learning (RL)
- Open and Distance Learning (ODL)
- Microcredentials (MC@UM)



## Teaching & Learning

- Precision Intervention for UM Undergraduates
- Experiential Learning with Industries and Technocrats at UM (ELITE@UM)
- Teaching & Learning Delivery Assessment



## Research & Innovation

- UM Scholarship Program
- Research Fund Opportunities
- WoS Publication Incentives
- Research Ecosystem



## Talent

- KPI Pointer System
- Upskilling & Reskilling
- Reviving *Kumpulan Inovatif & Kreatif* (KIK) in UM



## Entrepreneurship

- Creating Entrepreneur Ecosystem
- Special Incentive for Students' Start Ups
- e-Platform for Research-Based Solution





## UM Strategic Plan 2021-2025

### “The House of Excellence”

Our strategic framework is focused on building a “House of Excellence”. Supported by five strategic pillars - Income generation, Teaching and learning, Research and innovation, Talent, and Entrepreneurship - this “House of Excellence” will propel UM in its journey towards realizing its Mission and Vision over the next five years.

With the implementation of these initiatives UM is expected to: achieve financial independence; produce graduates who are agile, resilient and able to adapt to an ever-changing world; and provide solutions for real world problems with the implementation of research output.

**Serving the nation, Impacting the world.** In line with the Shared Prosperity Vision 2030, UM will ensure that it continuously supports efforts towards the improvement of the quality of life. We will continue our partnerships with industry, academic institutions and the government to ensure that our outputs are in sync with the needs of the nation and the world.

Excellence in execution. We will never compromise on our values and the quality of our work. Excellence has always been at the core of everything we do - university operations, teaching and learning, research, and services. It will continue to remain the driving force in all our future endeavours. We will excel. We will play a leading role in realising our nation’s aspirations, and contribute towards the United Nations’ Sustainability Development Goals (SDGs).

Without our stakeholders, we are but a ship without sails. Our students, staff, strategic partners and collaborators, the industry, government agencies, alumni and society - we will forge a lifelong bond with all of them, striving to understand their needs so that together, we will make the world a better place.



## Pillar 1 Income Generation

### Objective 'Towards a Self Sustaining University'

Universiti Malaya (UM), like many other globally known universities, is facing a number of challenges. These include achieving financial stability and self-sustainability, as well as increasing competitiveness via internationalisation and digitalisation of higher education. However, UM has a long tradition of excellence and has been weathering challenges for the last 100 years. We are not cowed by challenges, but instead believe there are always opportunities in the challenges we face. To meet these challenges, we should shift from supply to demand-creation in higher education and be a part of wealth creation both nationally and beyond our shores, leading towards financial self-sustainability.

Student tuition fees have the potential to become a relatively larger income source for UM with new entry routes and study modes such as Universiti Malaya's Open Channel or *Saluran Terbuka Universiti Malaya (SATU)*, Open and Distance Learning (ODL),

Remote Learning (RL) and Microcredentials. Income flow generated from these sources will be reasonably predictable, enabling more effective future planning both in financial terms, and in terms of value delivered to UM stakeholders, especially UM students.

Financial self-sustainability will ensure UM is able to continue playing its roles and carrying out its responsibilities to society. It will also enable the university to invest in priority areas including other untapped opportunities in higher education. These include better facilities, conducive learning environment, innovative educational programmes, and initiatives to continue producing leaders in their respective fields.

UM, as the leading public Research University in Malaysia, will continue its traditional role as the national torchbearer for higher education excellence on the global stage.



1

### **Enhancing *Saluran Terbuka UM (SATU)***

We aim to expand the inclusivity of the UM student population by attracting potential undergraduates from diverse socio-economic backgrounds to apply via SATU and pursue their degrees at Malaysia's premier university.

2

### **Remote Learning (RL)**

We are committed to improving UM students' access to and participation in the university's wide ranging, high quality educational opportunities in a comfortable and flexible manner.

3

### **Open and Distance Learning (ODL)**

We aim to contribute to human capital development across the world by delivering high quality university education through flexible, multi-mode distance learning to independent learners.

4

### **Microcredentials (MC@UM)**

We offer lifelong learners the opportunity to pursue short-term, on-demand online courses for upskilling and reskilling, with the option to earn a UM qualification or just for the simple love of learning.





## Pillar 2 Teaching & Learning

### Objective 'Producing Leaders'

Teaching and Learning (T&L) is at the very heart of Universiti Malaya's *raison d'être*, enlivened by the combined efforts of UM's passionate and talented lecturers supported by a dynamic, innovative and holistic teaching and learning ecosystem.

UM's future-ready, holistic and empowering curriculum is designed to nurture students' professional development and personal growth. Built upon strong academic foundations, and with the UM core P.O.I.S.E values embedded in it, the UM curriculum integrates authentic learning with real-world exposure, networking and practical experience.

During their studies, UM students will contribute to society and create meaningful societal impact, either through service learning, community engagement, volunteerism, and holistic Teaching and Learning (T&L) approaches. UM students and future UM graduates/alumni are imbued with UM values distinguishing the UM Graduate from the rest. UM teaching staff will be trained and provided with individual capacity building/professional growth opportunities to enhance the quality of T&L delivery.



1

### **Precision Intervention for UM Undergraduates**

We aim to inculcate future-ready UM graduates with the best soft skills and professional working culture, which UM has always been known for, ensuring their success in highly dynamic work and living environments.

2

### **Experiential Learning with Industries and Technocrats at UM (ELITE@UM)**

We are committed to enhancing UM students' learning experience opportunities via structured interactions and engagement with successful UM alumni, professional experts, industry captains as well as movers and shakers in society, as part of their degree programmes.

3

### **Teaching & Learning Delivery Assessment**

We are committed to continuously enhancing the quality of teaching and learning delivery at UM via professional growth and capacity building.





## **Pillar 3** **Research & Innovation**

### Objective **'Imparting Knowledge, Providing Solutions'**

We lead by Transforming Knowledge and Impacting Lives.

We aspire to excel in Research and Innovation with the following objectives:

- To impart knowledge for the betterment of society
- To address global challenges with research solutions, paving the way for a prosperous future

As Malaysia's leading university, we aspire to continue in our tradition of excellence. We believe in the spirit of discovery and exploration, a journey that we embark on every day in our pursuit of knowledge. We also believe that knowledge should be used for the betterment of humankind.

Talent, leadership, ecosystem - these are the areas we wish to improve. With knowledge and experience comes wisdom. With wisdom, UM hopes to provide leadership for the nation.



1

### **UM Scholarships Program**

To attract the best minds from around the world for PhD studies in UM, who will subsequently contribute positively to their communities and beyond.

2

### **Research Fund Opportunities**

To continue conducting impactful research powered by diverse funding sources, as well as leveraging on our partnerships and collaborations, while exhibiting complete trust on our capabilities and expertise.

3

### **WoS Publication Incentives**

To recognise the efforts, commitment, and achievements of all academics.

To encourage Universiti Malaya's researchers to enhance our research profile by producing higher quality outputs.

4

### **Research Ecosystem**

To create and nurture a vibrant, supportive and cohesive research ecosystem to continuously support our endeavours in addressing societal and industrial needs.





## Pillar 4 Talent

### Objective 'Dynamic Learning Organisation'

Advancing values, talent and human capital remains the central pillar in empowering a resilient and forward-looking organisation in its drive to achieve strategic future visions and missions. Sustained, structured and integrated approaches and initiatives in transforming talent and human capital are key in developing an overarching organisational goal that is mission-led and future-driven, with the workforce forming the main foundation of its success.

Central to this element is a dynamic learning approach where individuals constantly pursue knowledge, expertise, skills and experience in a sustainable and consistent manner. Crediting talent, formation of holistic talent assessment and appreciation, and human capital development and advancement are leading the

drive towards the creation of a world class and knowledge-driven workforce.

There are three main elements in the systematic, integrated and comprehensive spectrum of talent development, management and advancement encapsulated in this pillar; they form the cornerstone in efforts to achieve the university's new vision and mission.

Each element is instrumental in ensuring the success of the university's Strategic and Transformation Plan and is aimed at achieving the intended milestones of a knowledge-, future- and value-based human capital.



1

### **KPI Pointer System**

Flexible and comprehensive evaluation system that considers different areas of achievement by UM academics.

2

### **Upskilling & Reskilling**

To provide numerous training avenues and courses for upskilling and reskilling of UM staff, thus improving their skill sets and professional toolbox to serve the university and society.

3

### **Reviving *Kumpulan Inovatif & Kreatif (KIK)* in UM**

Promoting a culture of creativity and innovation among operational staff in UM to enhance the university's operation and delivery systems.





## Pillar 5 Entrepreneurship

### Objective 'Impacting the Nation'

UM has introduced "Entrepreneurship" in its Strategic Plan 2021-2025, in line with the aim of becoming a global university impacting the world. This move is also in line with the aspiration of the Ministry of Higher Education (MOHE) to incorporate entrepreneurship within the curriculum and produce graduates that are able to act as catalysts for economic transformation.

Successful entrepreneurs require certain traits that can be nurtured early in their lives. Universiti Malaya aims to create a holistic and conducive entrepreneurship ecosystem for its community, thus

meeting the goals of the Shared Prosperity Vision (SPV) and UN's Sustainable Development Goals (SDGs).

For this, Universiti Malaya plans to establish more incubators and accelerator units to support and enhance entrepreneurial activities, besides nurturing graduates with entrepreneurial mindsets that are resilient, forward-thinking and competitive. It is hoped that the university's efforts will be enhanced with the cooperation of role models and successful entrepreneur leaders who will make the country proud.

1

### **Creating entrepreneur ecosystem**

To create an effective and seamless ecosystem for graduate and campus community entrepreneurs to translate their innovation ideas into commercially viable products and embark on their commercialisation journey.

2

### **Special Incentive for Students' Start Ups**

To create a paradigm shift in the mindsets of graduates towards entrepreneurial culture, by promoting students' start-ups that can lead to future business.

3

### **e-Platform for Research-Based Solution**

To develop an e-platform for research-based solutions which could provide services/solutions for research activities, for researchers in the community and for industries, in tandem with the Malaysia Digital Economy Blueprint.





# UM 20<sup>21</sup><sub>25</sub>

*Serving the Nation, Impacting the World.*



<https://www.um.edu.my>

<https://www.facebook.com/UniversityOfMalaya/>

