

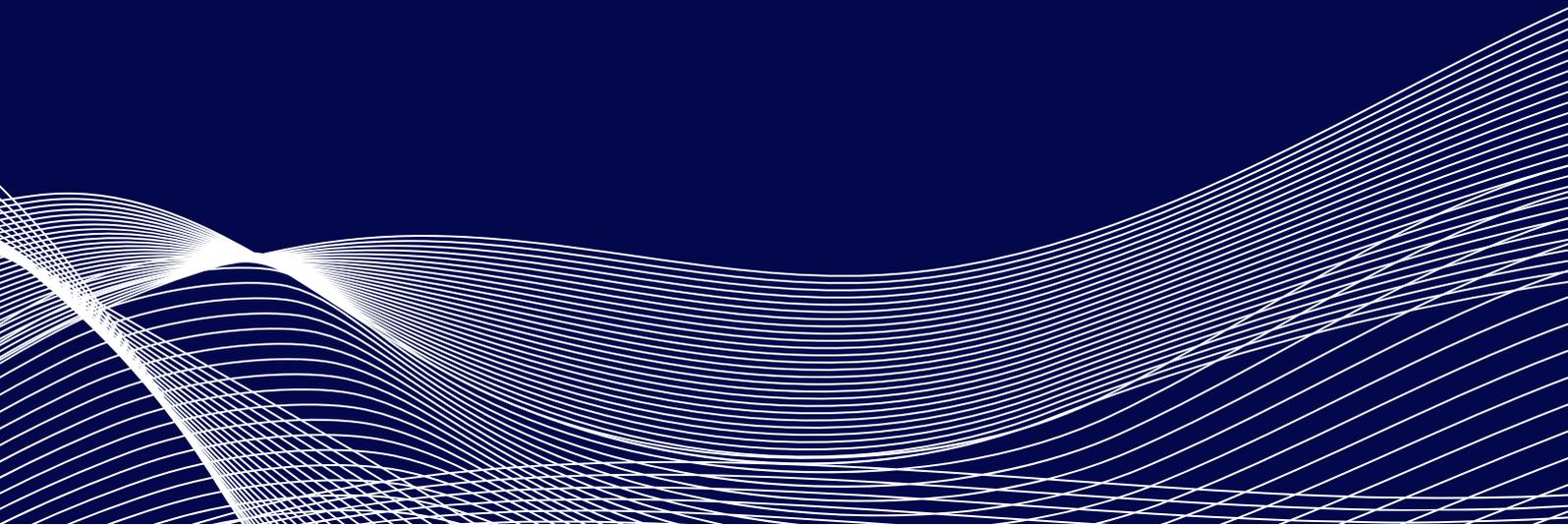


UNIVERSITI
MALAYA

UM Transformation Plan

2021 - 2030

Serving the Nation. Impacting the World.

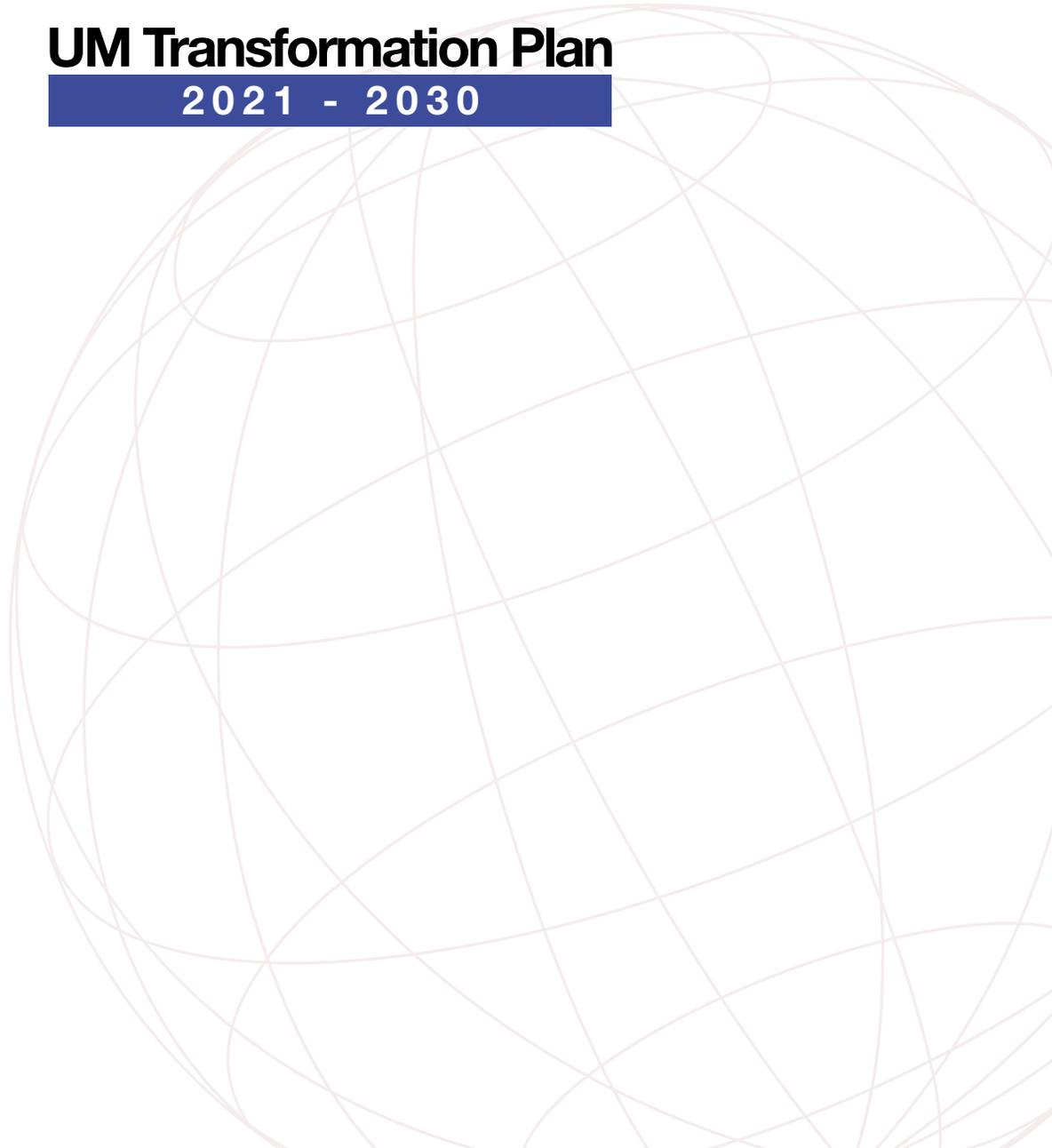




UNIVERSITI
MALAYA

UM Transformation Plan

2021 - 2030





YBhg. Tan Sri Zarinah Anwar
PENGURUS
LEMBAGA PENGARAH
UNIVERSITI

Foreword

The turbulence, uncertainty and unpredictability that characterised our world today require us to sharpen our focus on building the capacity needed to navigate and thrive in a new world.

At UM, the profound crisis brought about by the COVID19 pandemic precipitated the need to re-examine our purpose and our values while renewing our commitment to our stakeholders and re-evaluating our priorities moving forward. We must confront the challenge of nurturing and developing graduates who are ethical leaders capable of contributing towards the progress of society, improving the well-being of their communities and offering innovative solutions to issues and challenges at national and global levels.

At the same time, the accelerating pace of technology adoption and the disruption to business models are radically changing the way we work, shortening the shelf life of existing skill sets and call for a change in the way we learn to ensure the ability to adapt to a future of work that is constantly evolving.

These challenges require us to transform ourselves, to undertake bold shifts that will accelerate change and growth to enable us to create additional value through unlocking the potential of our people, offer a system of higher education that is dynamic and adaptable, nurturing our graduates to achieve their full potential to contribute to economic growth and social development.

Recognising this, the Board and management had organised a series of scenario planning workshops enabling us to examine and articulate the pathways that might exist for us tomorrow. It is important to make assumptions about what the future might be so we can define the critical uncertainties and develop the appropriate responses.

A structured and methodical approach then facilitated the establishment of a robust Transformation Plan that also benefitted from engagement with a diverse range of stakeholders who offered critical feedback, inputs and observations that helped us identify potential solutions through the transformation laboratories.

This book documents the details of the UM Transformation Plan and our transformation journey thus far. Successful implementation of the Plan calls for embracing change, letting go of the old and learning new ways of thinking and doing.

A tremendous amount of time and effort have been invested in our journey and I would like to convey my utmost appreciation to all involved for their diligence and persistence. Much still lies ahead and I look forward to the continued commitment and contribution of everyone in our endeavour to achieve the goals that we have set for ourselves.



**Professor Dato' Ir. Dr.
Mohd Hamdi bin Abd Shukor**
NAIB CANSELOR

A Message from the VC

Assalamualaikum wbt and Salam Sejahtera,

The Universiti Malaya Transformation Plan Booklet, which outlines 157 initiatives under 6 themes, serves as a reference to all members of the UM community in our aspirations in becoming a global university. The purpose of this document is to chart the planned and coordinated implementation of all the transformational initiatives identified as part of institutional reform, highlighting on the (1) Champion New Governance and Business Models; (2) Reimagine Education @ UM; (3) Excel in Research; (4) Adopt Digital Enabled Lean Management Processes; (5) Transform Culture, Embrace Change and Nurture Talent; as well as (6) Enhance Learning and Work Environment.

Universiti Malaya (UM) is embarking on a transformation journey to elevate the University to academic and intellectual excellence. Being part of the global knowledge network, UM strives to make significant contributions that impact our society, country and the world. A Joint Steering Committee: UM Transformation, comprising the Board of Directors (BoD) and the Top Management of the University, has been established to oversee the University's transformation process.

Our vision has grown with us, and we now aim to be a global university impacting not just the nation, but also the world. Moving forward to achieve this vision, we must continue to grow and evolve, spreading the wings of our knowledge. Our roles must go far beyond academia. We must aim to be the engine that drives the nation forward in achieving its aspirations, with our academics and researchers making contributions that impact not just Malaysia, but the world.

I would like to express my sincere gratitude and many thanks to each individual involved in our Transformation Plan, especially the Chairman and members of UM Board of Directors for their unwavering support and guidance. Likewise, our deepest appreciation to all members of the UM management team, Task force leaders and Action Lab members, as well as everyone that has contributed valuable ideas, time and resources at various stages of the Transformation Plan formulation.

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

Thank you



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Introduction

In 2021, Universiti Malaya (UM) celebrated the 116th year of its founding anniversary. Since then, UM has been on a journey which has seen it established itself as the premier university in Malaysia committed to providing high quality education and enriching society. UM has contributed significantly to Nation building, cultivating pioneers in various academic fields and leading Malaysia in key scientific research, with its alumni playing pivotal roles throughout Malaysia's history. UM is not, however, content to rest on its laurels. In the last decade, with the implementation of carefully designed strategic initiatives, UM has successfully positioned itself among the top 100 universities in the world, Asia's best top 10 (2020 QS-Asia University Rankings) and the top 3 in Southeast Asia.

Our vision has grown with us, and we now aim to be a global university impacting not just the nation, but also the world. Moving forward to achieve this vision, we must continue to grow and evolve, spreading the wings of our knowledge. Our roles must go far beyond academia. We must aim to be the engine that drives the nation forward in achieving its aspirations, with our academics and researchers making contributions that impact not just Malaysia, but the world.

As a nation, Malaysia has several strategic initiatives in place to move it forward;

- The Shared Prosperity Vision 2030 (SPV2030) aims to see Malaysia achieve sustainable growth with fair and equitable distribution across all levels of the community. This is in sync with the 17 Social Development Goals of the United Nations.
- The Ministry of Science, Technology and Innovation (MOSTI) has also put in place the National Policy on Science, Technology and Innovation (DSTIN) 2021-2030 and the 10-10 Framework of Science, Technology, Innovation and Economy (MySTIE). Together, these two initiatives will elevate the role of science, technology and innovation as key driving forces for Malaysia's economic growth, towards achieving Malaysia's aim of becoming a technologically advanced nation.
- The 12th Malaysia plan with the tagline 'A prosperous, inclusive, sustainable Malaysia'. It focuses on three key themes - resetting the economy; strengthening security, wellbeing and inclusivity; and advancing sustainability. The key to achieving these are the following policy enablers – developing future talent, accelerating technology adoption and innovation, enhancing connectivity and transport infrastructure, and strengthening the public service.

UM aims to lead in research, development, policy making, talent development and other areas which will help achieve these goals. We understand the challenges before us, and as a premier university UM must take the lead in navigating and overcoming these challenges. We have therefore strategised to bring about transformation by: Championing a new governance and business model; Reimagining education in UM; Excelling in research; Adopting process and digital enabled transformation; Transforming culture, embracing change, and nurturing talent; and Enhancing the learning and work environment; at the same time, we are focused on having a real social impact. All these elements of the plan give us the acronym CREATE, which also reflects our drive to enact concrete plans for transformation. We hope that our commitment, shown through UM's transformation plan and the implementation and realisation of CREATE, will see us leading the nation towards these goals.

Why transform?

The world economic, social and political system has become more uncertain and less predictable. The geo-political landscape is shifting towards greater influence of Asia, causing consternation among certain incumbent nations. For some decades now, the global system has been evolving towards a new economic order where knowledge is the primary factor of growth and development. How knowledge

assumes this role is to be found in the concept of innovation. Here creative ideas based on new knowledge are used to solve critical human problems and challenges. Economic and social value is thereby produced, a desired outcome that may lead to societies becoming more robust, resilient, equitable, stable and sustainable. Knowledge, technology and Internet are coming together, creating a potent mix that will further accelerate innovation and change. Universities are at the centre of this emerging web. As a top university, it is imperative that UM becomes a key player in the global knowledge nexus.

UM has a proud history as Malaysia's oldest and best institution of higher learning. To date, we have maintained this prestigious status by intelligently and effectively adapting to the ever-changing social and economic situation.

The rapid development which characterises the 21st century, however, demands innovative and flexible responses which can take advantage of cutting-edge technologies, to foster a creative, agile, connected experience. At the same time, we must also prioritise the well-being of the engine that keeps us running: our staff and students.

In order to achieve this, UM must undergo transformation, in line with shifting perceptions of higher education in the 21st century, and the growing influence of digitalisation.

In line with this, the university has been working on the Universiti Malaya Transformation Plan (UMTP). This plan aims to help UM to outstrip these rapid developments, by putting in place strategies and policies which will further enhance all aspects of the university experience, in terms of people and processes.

UM Vision & Mission

VISION

A global university impacting the world.

MISSION

Pushing the boundaries of knowledge and nurturing aspiring leaders.

Where we are, and where we want to go.

As the leading institution of higher education in Malaysia, UM has long been a source of leadership and positive change in society. We have embraced our traditional role of expanding and imparting knowledge through research and teaching.

We have also gone beyond this role, to develop global citizens and leaders through a holistic University experience which emphasises growth of both mind and character.

As we go forward, our ambition is to build on these existing strengths, to have a real and positive impact at the university, community, national, and global levels.

How do we get there?

The Transformation Plan has developed clear and achievable goals for transformation, with ideas and strategies emerging through discussions led by UM staff. Through these discussions we engaged with a range of stakeholders, across a number of key issues, to better address their concerns and ambitions for the University and the nation.

Together with the new UM Vision, Mission, core values and guiding goals, the Transformation Plan focuses on two main issues:

- Current issues and challenges addressed by stakeholders
- UM's future-focused aspiration to pursue global excellence

The Transformation Plan focuses on six main Themes, abbreviated as CREATE, to further elevate the University to academic and intellectual excellence. CREATE is set to drive our goals and strategies for improving our position in the international rankings, building relationships with researchers and collaborative partners around the world, creating opportunities for our students to collaborate with industries - both local and global - and increasing participation for both academics and students in the global community.

To achieve transformation, we need

- Short term solutions;
- Medium term solutions; and
- Long term solutions.

Creating the Transformation Plan: The Process Overview

The UM Transformation Plan is overseen by a Joint Steering Committee comprised of the UM Board of Directors and UM Top Management. The Transformation Labs, however, are led by UM staff who are knowledgeable about the challenges and obstacles we face. The entire plan is bottom-up rather than top-down, ensuring relevant and informed engagement with the main issues.

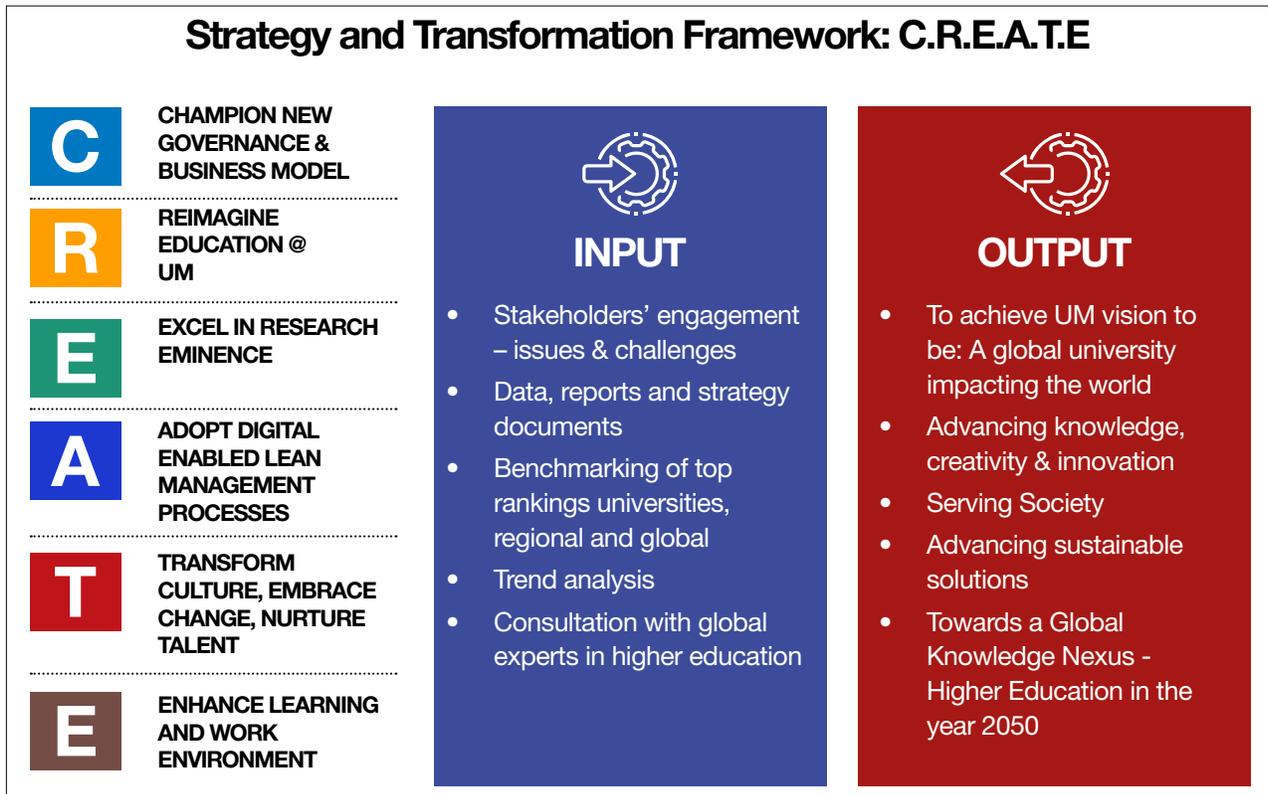
In the early stages, stakeholder engagement and syndication sessions were conducted to identify issues, current gaps, and challenges, as well as to explore new opportunities. Eight broad groups of stakeholders were identified: namely, the students, staff, government, partners and industries, community, alumni, donors and parents. Engagement with the stakeholders involved 33 interviews, 12 focus group discussions and at least 3 surveys with the participation of nearly 1500 representatives from the various segments. Two of these surveys were conducted campus-wide for feedback, suggestions and comments. Special interview sessions were also held with selected individuals such as corporate figures, representatives from the Ministry of Higher Education (MOHE), the Ministry of Finance (MoF) and the Ministry of Science, Technology and Innovation (MOSTI) as well as Members of Parliament and the Selangor State Legislative Assembly. The main purpose of these engagements was to better understand (and evaluate) how our stakeholders see us, in terms of being the premier university in Malaysia. From these engagements, a number of issues and challenges surfaced, and performance gaps were identified and analysed.



Needs for Transformation



After extensive discussions among members of the Transformation team, as well as with a range of stakeholders, six themes were developed to function as a Transformation Framework. Central to that framework is the conviction that the university must aim not to be an ivory tower, but to actively work towards solving real-world issues.



The acronym CREATE reflects the university's desire to be a creative site for the development of active researchers and empowered students who will contribute positively to society, both locally and globally.

These themes will be put into actions, to help us to become more financially resilient, while improving the education experience, nurturing excellent research, and streamlining management processes. The entire learning and work environment will thus be enhanced for all stakeholders.

Developing the themes

Action Labs

Once the six themes were developed, action labs were formed to further explore opportunities for each theme. Within these labs, discussions were held to develop hypotheses which would lead to high level solutions and strategies. Stakeholders were actively engaged in order to question and test these hypotheses, thus ensuring that real-world problems were being addressed.

These labs addressed the current issues and challenges facing the main stakeholders and showed the gaps in the way the university addresses these issues and challenges.

Task Forces

A series of Task Forces were created to develop practical, effective solutions, and identify changes that need to be made in various policies and processes. As a result of the work of the Task Forces, several actions were identified to be further developed into strategies and initiatives, which will be carried out in the short, medium and long term.

Since September 2020, under the stewardship of these six themes, a series of engagements has been organised.



What are the themes about?



Champion new governance and business models

It is estimated that 85% of UM's funding comes from a single source: the government. However, since it is neither prudent nor far-sighted to rely so heavily on one source of income, the university must set strategies in place to achieve financial stability and sustainability. The strategies in the UM Transformation Plan include diversifying our income sources, generating new revenue streams, optimising expenditure, and adopting smart and streamlined business modalities and processes. UM must embrace a new model of governance in order to meet these challenges.



Reimagine education @ UM

The unprecedented rate of change in our increasingly connected, digitalized world demands that our students be flexible and innovative, with a broad interdisciplinary skill set. We believe that through Reimagine Education @UM, we can nurture excellent future talents as agents of innovation and change, and help them reach their full potential, as well as be better prepared for globalization and 'global citizenship', by 2025.



Excel in research

The focus of this theme is about transforming cultures and mindsets to look outwards, for a wider global outlook. The existing systems and processes must also be enhanced, to support researchers as much as possible. Our main aim is to create a vibrant research and innovation ecosystem encompassing passionate world class talents, integrated support systems, and state-of-the-art facilities that generate high impact research outputs and outcomes within and beyond academia.

A

Adopt digital enabled lean management processes

One of the key challenges for UM is to ensure that lean management processes and digital transformation will become a way of thinking and a philosophy for UM in driving its long-term vision of excellence, and that it will foster a culture of continuous improvement which adds value for every stakeholder group engaged with the university.

T

Transform culture, embrace change and nurture talent

Not only do we need to train, empower and nurture existing staff, but we also need to be able to attract top talent for future growth. This theme emphasises transparent and inclusive governance, strategies to ensure that UM is the university of choice for students, active outreach and engagement with alumni, and sustained donor engagement.

E

Enhance learning and work environment

This theme takes into account the environment which supports all teaching, learning, research and management processes, such as accommodation, digital platforms, conducive spaces for work and learning, and cutting-edge equipment for teaching and research spaces, all housed within a sustainable green environment. A clean, green, comfortable, well-equipped environment will go far in supporting a range of key activities in the university.



Knowledge, technology and Internet are coming together, creating a potent mix that will further accelerate innovation and change. Universities are at the centre of this emerging web. As a top university, it is imperative that UM becomes a key player in the global knowledge nexus."

**YM Tengku Datuk Dr.
Mohd Azzman Shariffadeen Tengku Ibrahim**
Previous Chairman of the UM Transformation Plan
Joint Steering Committee (2020- 2021)

The UMTP Vision

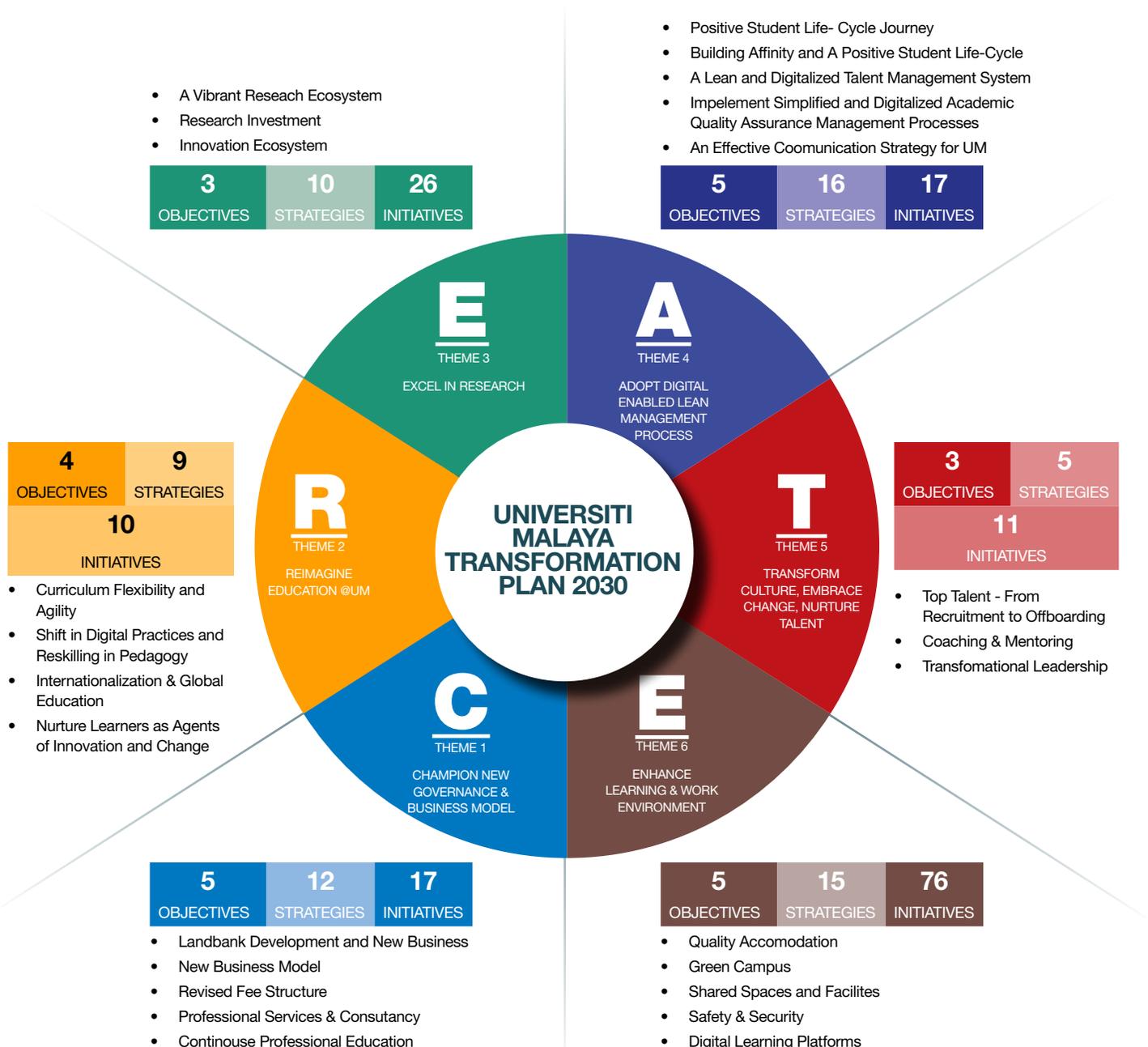
As a premier university in Malaysia, UM must be at the forefront in navigating changes and challenges, embracing innovation in order to transform and grow, and ultimately living up to our research tagline - *Serving the Nation. Impacting the World*. The Transformation Plan envisions UM reinforcing its place as a global university that leads in education and research, producing intellectually curious, aspiring leaders to shape the future. We aspire to play an even greater leadership role in the economic, social, and cultural growth of our nation and the world. This will make UM a haven for those who study, live and work here, providing a point of convergence for the cultivation and growth of knowledge.

Moving forward, our hope is that UM shall embrace and accelerate the process of digital transformation throughout the campus to ensure operations are optimised leading to more cost-effective operations and efficient delivery of values. This transformation is also expected to improve student experiences with increased accessibility to knowledge of the world around them. Not forgetting our responsibility to the planet, UM also aspires to become a carbon neutral campus by 2030 with its commitment to focus on transitioning from fossil fuels dependencies to greener and more sustainable alternatives.

To thrive in the future, UM also aspires to become a Global Knowledge Nexus in Higher Education by 2050. We will be part of and leading a globally interconnected network of higher education hubs, linking institutions of teaching and learning that is open to all members of the global community. As Universiti Malaya forges ahead, the Transformation Plan shall be central in accelerating the efforts to build a vibrant and outstanding world class university that the entire UM community can be proud of.

Summary of Transformation Plan

The UM Transformation Plan aims to develop clear and achievable strategies for transformation as we move towards an increasingly globalised and digitalised future. We must position ourselves ahead of the curve by anticipating and planning for rapid change and development. We intend to do this through the six-pronged C.R.E.A.T.E plan, which will enable us to:



We believe that the new strategies and initiatives will not only enhance existing strategies but will also propel UM further to the forefront among global higher-education institutions.



“

There is a growing understanding around the world that when change is driven by market-based incentives, you have a sustainable plan for change—because profits and recognition are renewable resources.

”

Bill Gates
World Economic Forum in Davos,
2008

CHAMPION NEW GOVERNANCE & BUSINESS MODEL

UMTP - Theme 1

Overview

Universiti Malaya (UM), like most higher education institutions globally, is facing a number of challenges. The dynamic nature of social, political, economic and health landscapes constitutes a stress test, as policies and strategies must constantly adapt to changing conditions. UM also faces direct external challenges such as the increasing internationalisation and digitalisation of higher education. And finally, there is the challenge of ensuring financial stability and sustainability. To meet these challenges, UM must embrace a new model of governance.

Fresh game-changing pathways are needed as painful austerity measures are both unattractive to stakeholders and unsustainable in the long run. The new enterprise model for higher education requires more connectedness, agility and responsiveness. UM must anticipate the future and integrate risk management in its governance. We also need to shift from supply to demand creation in higher education and be a part of wealth creation both nationally and beyond our shores. Even the challenges we face can provide new expansion routes for UM, especially in enabling financial sustainability.

Financial stability and sustainability will not only ensure UM is able to achieve its socio-economic roles and responsibilities, but will also allow the university to invest in future

activities and other overlooked and untapped opportunities. Therefore, in order to achieve better financial stability and eventual sustainability for UM to remain globally competitive, it is crucial that we diversify our income sources, generate new revenue streams, optimise expenditure and adopt smart and streamlined business modalities and processes. This will enable UM, as the leading public Research University in Malaysia, to continue its role as the national torchbearer for higher education excellence on the global stage.

Our Aspirations: Towards Financial Self-Sustainability

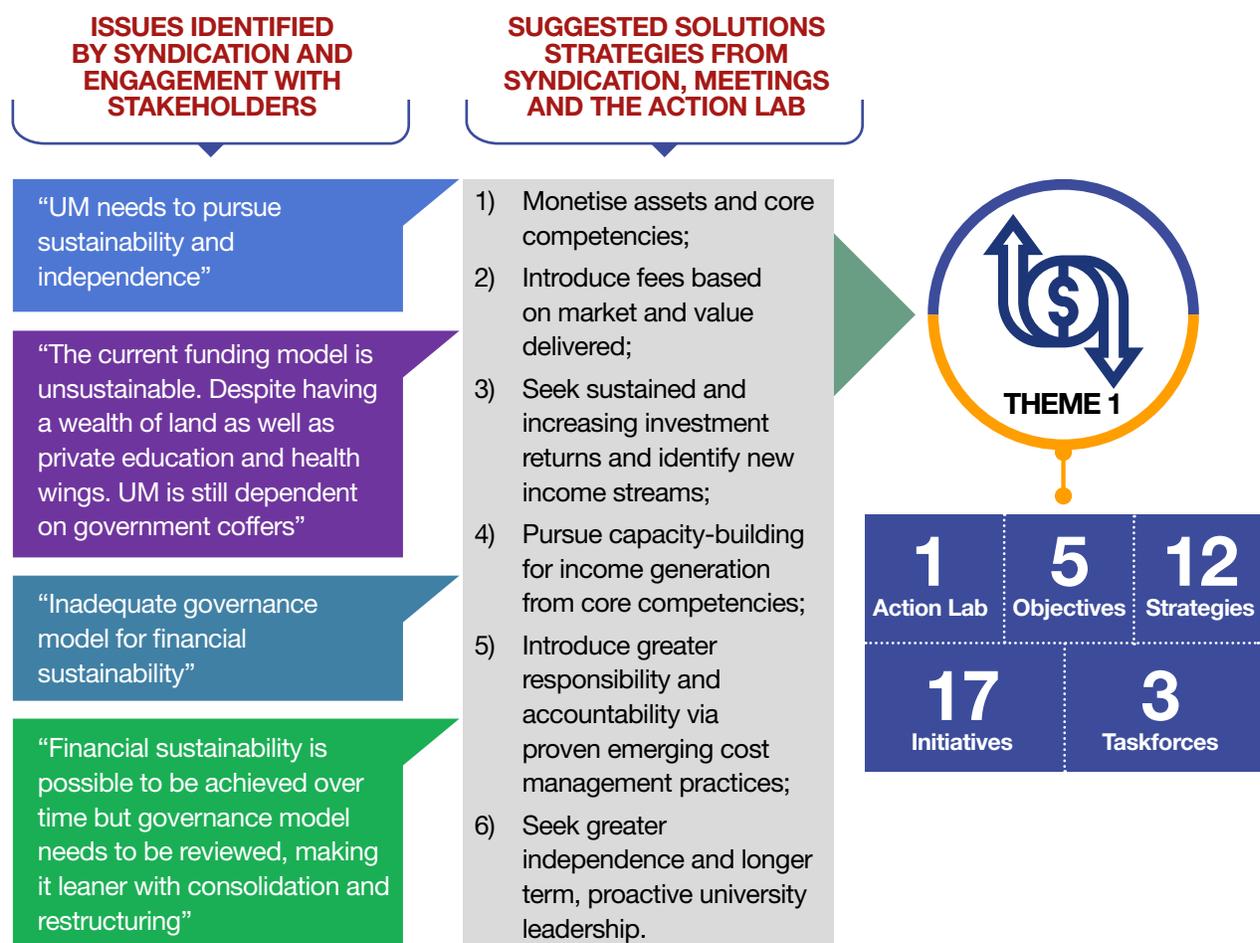
One of the key challenges for UM is to weather the volatile financial climate ahead. It is estimated that 85% of the funding for the university is heavily dependent on a single source, namely the government. The current traditional cost management practices in public universities, such as restrictive rules on expenditure and emphasis on rewarding expenditure rather than savings, coupled with diminishing reserves, revenue and investment income, pose a great challenge to the university's financial sustainability.

Theme 1 of the UMTP is aligned to both the UM Strategic Plan (Objective 1) and UM House of Excellence (Pillar 1), which focus on income generation and financial self-sustainability.

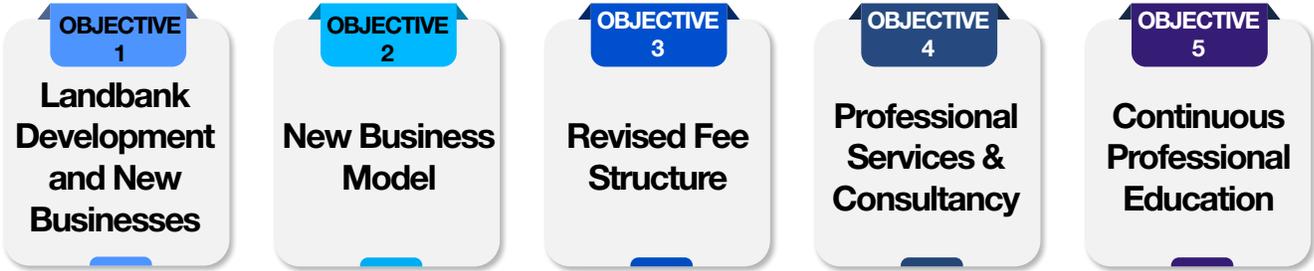
Realising UM's need for a continuous, stable income, as well as financial sustainability, Theme 1 of the UM Transformation Plan (UMTP) focuses on two threads: first, identifying new business models, new income streams, and new business opportunities aimed at achieving financial sustainability; and second, on developing a governance model or approaches which will support those primary aims. This will naturally feed into the achievement of all other key objectives under UMTP.

Process Overview

In the early stages, stakeholder engagement and syndication sessions were conducted to identify issues, current gaps, and challenges, as well as to explore new opportunities. Through these processes, five main objectives were identified. Each objective addresses different issues and challenges, but all lead towards the same goal of achieving financial stability and sustainability for UM, allowing us to remain globally competitive. Twelve strategies and 17 initiatives were drawn-up to achieve these objectives.



The Objectives



Objective 1: Landbank Development and New Businesses

To synergise landbank development with the UM Master Plan, UM Health and UM Smart City

UM needs to pursue sustained and increasing investment returns from its real estate assets, its campus area and its landbank as one of the strategies towards financial stability. The development of UM's landbank, which is strategically located in Kuala Lumpur, can potentially spur new business ventures, provide profitable services and diversify its income streams. Synergistic development strategies should be pursued to unlock the value of UM's numerous physical assets and related services that the university can offer from its core competencies, creating diverse and sustainable sources of revenue and profits.

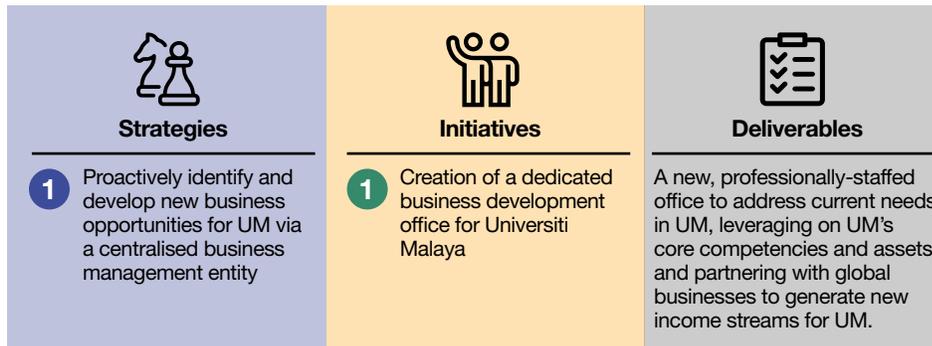


*Linked to Theme 6 of UMTP

Objective 2: New Business Model

To create a dedicated business development office for Universiti Malaya

UM must effectively manage and proactively monetise its assets, both tangible and intangible, especially those focusing on its core competencies, to achieve financial sustainability. Current income levels for UM do not enable the university to invest in greater future plans for its students and other stakeholders. Income is in fact generated from additional sources such as provision of services, valorisation of campus facilities and unique attractions such as the Rimba Ilmu, and technology investments and other sources of innovative business opportunities. These should be professionally managed by a centralised, business-oriented, value-driven unit. It is clear that the setting up of a dedicated business development office for UM is long overdue.



Objective 3: Revised Fee Structure

To develop a sustainable costing and pricing model for tuition fees, simplify tuition fee charges, and to engage with key stakeholders.

Student tuition fees are a significant income source for UM. However, the current regulated level for undergraduate tuition fees is not market-competitive and does not reflect the value provided by UM to its students. Tuition fees have the potential to become a relatively larger income source for UM, with new entry routes and study modes such as SATU, ODL and RL creating additional income streams. The income flow generated from these sources will be reasonably predictable, enabling more effective future planning not only in financial terms but also in value delivered to UM stakeholders. It will enable UM to continuously invest in a better learning environment, facilities and programmes to benefit its students. It is necessary, therefore, to benchmark fees against comparable courses globally; from this, we will be able to develop new costing and pricing models for academic programmes. Information about tuition fees must then be simplified for easier communication with stakeholders. At the same time, we must engage closely with stakeholders to ensure that the new fee structure is adopted and effectively implemented.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Conduct benchmarking exercise on tuition fees; 2 Develop new costing and pricing model for academic programmes and new study modes; 3 Develop simplified tuition fee information; and 4 Pursue change management for new fee structure adoption and implementation. 	<ol style="list-style-type: none"> 1 Benchmarking of tuition fees with academic programmes at other public and private institutions of higher learning; 2 Developing a costing and pricing model for undergraduate and postgraduate academic programmes (including SATU, ODL and RL); 3 Simplification of tuition fee charges in invoices to students and sponsors; 4 Engagement with key stakeholders: MOHE and agencies; 5 Engagement with key stakeholders: Public and private sponsors; and 6 Engagement with key stakeholders: UM Community: Student representatives (KMUM) and Staff Unions (KKAUM) / (PKAUM). 	<p>Costing and pricing model under a new fee structure for all academic programmes in UM, determined based on market rates and value delivered. New entry routes and study modes such as SATU, ODL and RL will provide new income streams and improved investment returns for UM.</p>

Objective 4: Professional Services & Consultancy

To restructure UPUM by developing an effective business and governance model for sustainable profitability.

Pursuing a reliable strategy of income diversification is an important step for universities towards achieving financial sustainability. Investing in core businesses and competencies are the strategies adopted by high-performing universities in creating the greatest financial returns and value. UM's pool of diverse experts and leaders in their fields constitute a key intangible wealth source which remains poorly mobilised and scarcely tapped for income generation. If UM is to fully realise this potential, Unit Perundingan Universiti Malaya (UPUM) must be reinvigorated to become a highly profitable international consultancy entity which can provide UM with stable financial contributions via consultancy. The strategies to achieve this objective include creating a new corporate structure and a value-oriented business model, benchmarking for best practices in the consultancy business, improving transparency as well as administrative and operating efficiencies, and using technology to create efficient business practices.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 New corporate structure and value-oriented business model; 2 Benchmarking for best-practices in consultancy business; 3 Improve transparency, as well as administrative and operating efficiencies; and 4 Utilise technology to create efficient business practices. 	<ol style="list-style-type: none"> 1 Developing a new business model and reviewing the governance structure/processes for all stakeholders; 2 Benchmarking with consultancy units/companies at other public and private institutions of higher learning; 3 Improving the guidelines, policies and process flow; and 4 Embedding technology use in management and operations to increase efficiencies, reduce cost and allow effective decision-making. 	<p>UPUM as the consultancy arm of UM shall operate on a new structure and business model allowing for agile, technology-driven operations as well as improved competitiveness. Proven management practices, together with value-driven, market competitive packages for staff and consultants will be introduced with the primary aim of increasing the number of consultancy projects, as well as profits and ultimately generating a higher net financial contribution to UM.</p>

Objective 5: Continuous Professional Education

To create a one-stop centre for new leadership and professional certification programmes.

Creation of additional income sources can contribute to improving UM's income structure, which currently depends heavily on the public purse and regulated tuition fees. Academic programmes with unregulated fee structures promise another avenue for growth of revenue and profits for UM, but such programmes are fast saturating the market, both locally and internationally. However, UM is well positioned to harness its expertise and strengths, including its network of partners and illustrious alumni, to offer uniquely curated premier programmes to different market segments. Such programmes can also potentially provide other ancillary and downstream benefits for the university. To this end, we will establish UMLEAD, a body which will develop and offer new premier, high-end programmes aimed at executives and leaders. We will also pursue government to government programmes, to capture the global market in multidisciplinary education.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Establishment of UMLEAD, to offer new premier, high-end programmes; and 2 Pursue government to government programmes for global market in multidisciplinary education. 	<ol style="list-style-type: none"> 1 Developing executive and advanced leadership programmes for future leaders; 2 Developing new professional certification programmes in various disciplines which are currently not available in the market (UM as the Internationally Recognised Professional Body); 3 Developing highly attractive and in-demand professional certification programmes (in partnership with renowned professional bodies); 4 Developing global multidisciplinary programmes for local and foreign participants; and 5 Proposing a government-to-government approach in marketing and content design for various programmes. 	<p>UMLEAD will be UM's new centre offering premier and advanced bespoke leadership and professional programmes. These programmes will be designed to suit different market segments of professional education catering primarily to C-suite level and above, both in the public and private sectors. UMLEAD programmes will leverage on UM's core academic strengths and subject matter experts as well as the university's network of illustrious alumni and partners. These programmes will provide a new, untapped source of income for UM.</p>

REIMAGINE EDUCATION @ UM

UMTP - Theme 2



Education is the sum total of one's experience, and the purpose of higher education is to widen our experiences beyond the circumscribed existence or our own daily lives.



Mortimer J. Adler

Overview

The unprecedented rate of change in our increasingly connected, digitalised world demands that our students should be adaptable, flexible, agile and innovative, with a broad interdisciplinary skillset. Key UM stakeholders have noted the need for communication, problem-solving and critical thinking skills, as well as core digital competencies, to allow students to flourish in the 21st century workplace. As a world class research-performing organisation with a strong core in teaching and learning, we want to empower students with challenging ideas, knowledge and wisdom, as well as a global mindset and entrepreneurial values. We want to help them to reach their full potential, optimise their employability, and drive changes. In order to achieve this, there is a need:

- To nurture future talents as agents of innovation and change
- To develop a flexible, personalized and interdisciplinary curriculum
- To intensify internationalisation and global education

With this in mind, Reimagine Education@UM is focused on creating a community of excellence in education.

Aspirations and Objectives: Reimagining Education @UM to create a community of excellence in education

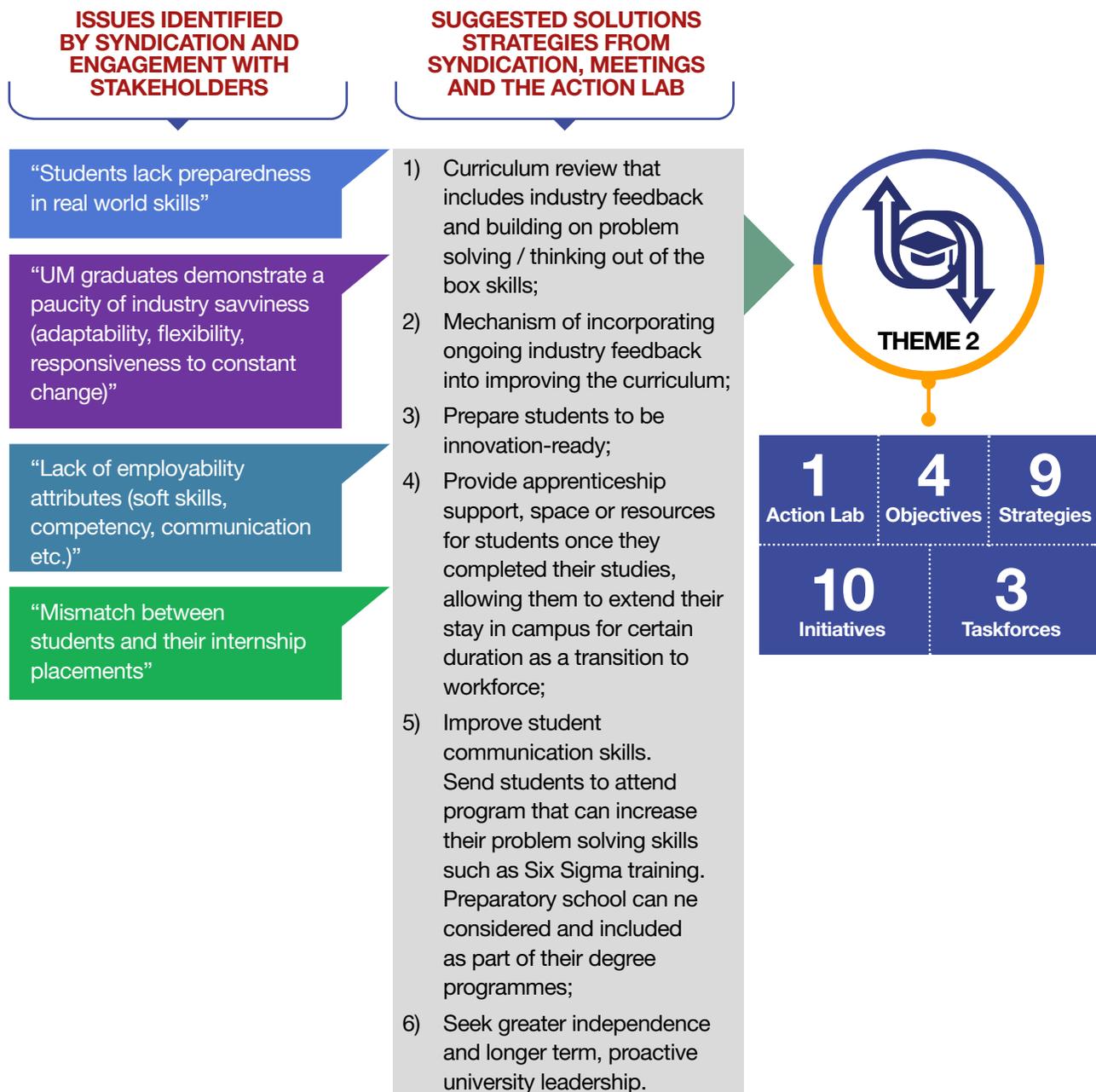
To address these issues and to achieve our goals, our priorities over the next 2 years will be: increasing learner choice and encouraging flexible learning; implementing innovative approaches in teaching and learning; charting new strategic, forward looking vision and models for internationalisation and global education; and building sustainable industry-academia collaborations and scholastic partnerships. We shall work on

the details of: creating a more flexible and agile curriculum; encouraging creative learning and innovative teaching through greater digital uptake and reskilling in pedagogy; working towards internationalisation and globalised education for a future-driven, outward-looking student body; and empowering graduates through a career booster platform. These key issues have been distilled into 4 objectives, which will be achieved through 9 strategies and 10 initiatives. Broadly it falls under Pillar 2 of UM's House of Excellence, that is, Teaching and Learning. It is also aligned with UM's current strategic plan, particularly Key Objective 2 (Producing Leaders) and 4 (A Learning Organisation).



Process Overview

Under this theme, we have run 1 Action Lab and 4 Task Forces in order to develop our aspirations and objectives. This process brought out key issues and areas of concern, as highlighted by the stakeholders involved. Primarily, it was felt that there is a strong need to empower and nurture students to excel as agents of innovation and change, and that this could be achieved by encouraging a more flexible curriculum which reflects the needs and interests of the students, and by enabling them to gain from intensified internationalisation and global education.



The Objectives



Objective 1: Curriculum Flexibility and Agility

We believe that a learner-centred education system, based on a flexible, personalized and interdisciplinary curriculum as well as competency-based learning models, will fulfill the diverse future needs of our students. The first objective, therefore, focuses on a flexible and agile curriculum which will provide learners with increased choice and future-proof programme pathway options without sacrificing personal potential.

 <p>Strategies</p>	 <p>Initiatives</p>	 <p>Deliverables</p>
<p>1 Providing learners with increased choice and future-proof programme pathway options without sacrificing personal potential.</p>	<p>1 FLEXI@STUDY: To design a curriculum that fits diverse student profiles and promotes digital resilience;</p> <p>2 FLEXI@ADMISSION: To improve university admission with comprehensive student assessments; and</p> <p>3 FLEXI@EXIT: To expand student exit options with flexible leave.</p>	<p>A learner-centred curriculum ready for full implementation for most of the academic programs in UM, encouraging greater independence and autonomy on the part of the learner, resulting in high student satisfaction and retention, and grade attainment.</p>



Objective 2: Shift in Digital Practices and Reskilling in Pedagogy

It is our belief that in order to deliver the highest levels of student engagement and satisfaction in learning, we must embrace digital practices in teaching and learning, and in research. We must also, therefore, seek to acquire new pedagogical skills in line with digital practice. This will allow the implementation of innovative approaches in T&L. Our strategies to achieve this objective are to: enable creative pedagogies and engagement; provide customized capacity-building professional development opportunities; recognise opportunities for technology-enhanced learning; and finally to invest in digital technologies and tools.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Enabling creative pedagogies and engagement; 2 Providing customized capacity-building professional development; 3 Recognising opportunities for technology-enhanced learning; and 4 Investing in digital technologies and tools. 	<ol style="list-style-type: none"> 1 Development of instructional resources and tools, including Innovative Pedagogy Fact Book; 2 Development of Creativity and Innovation in Teaching CPD Capacity building programme; and 3 Provision of Professional Higher Education Certification to newly hired academics. 	<p>A centre for pedagogical innovation to foster a culture of excellence in teaching and learning, providing expert consultation and support services to advance instructional development, technology-enabled learning, curriculum design and evaluation of teaching.</p>



Objective 3: Future-driven Internationalisation and Global Education

We believe that by championing internationalisation and global education, we will foster a culture that values diversity, inclusivity, and collaboration. This kind of engagement will enable students to solve real-life problems not just at local level, but in a global context. We aim to enhance student learning experience by ensuring all undergraduates participate in mobility programmes by 2023. At the same time, we will build quality partnerships through our niche academic and research programmes, mapping (region), collaboration, cooperation, and effective alliances.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Enhancing student learning experience by ensuring all undergraduates participate in mobility programmes (new module) by 2023; and 2 Enriching quality partnerships through our niche academic and research programmes, mapping (region), collaboration, cooperation, and effective alliances. 	<ol style="list-style-type: none"> 1 Converging UM's education system and international recognition arrangements by streamlining the programme structures (or instruments) to translate and recognise credits and qualifications earned at other participating universities; 2 Developing a comprehensive international student recruitment and retention plan for strengthening international integration activities across the campus, including on-campus employment and experiential work opportunities; and 3 Designing a plan for study abroad courses for remote and open distance learners ensuring their exposure to cultural diversity and international experiences. 	<p>A sustainable business model and strategic partnership to optimise internationalisation of education, taking into account:</p> <p>Financing arrangements.</p> <p>joining the international networks that will be most relevant and effective to achieving the University's educational goals; and using internationalisation in course content and effective pedagogy to promote better learning outcomes for all students.</p>

Objective 4: Nurture Learners as Agents of Innovation and Change

Our belief is that industry and academia must collaborate and work closely, to make the most of each other's strengths. Building sustainable industry-academia smart partnerships will create a community of excellence in education and nurture future talents as agents of innovation and change. The aim is not just to optimize learners' internship, job and career opportunities, but also to enable students to be part of co-curricular experiences that will help to ensure they are competitive and relevant in the job market.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Building strategic relationships with alumni, employers, industries and graduate schools to optimize learners' internship, job and career opportunities; and 2 Creating strategic partnerships to assist students in developing and articulating co-curricular experiences that will help to ensure they are competitive and relevant in their future pursuits. 	<ol style="list-style-type: none"> 1 Creating the go-to place for exclusive advising and career resources which include courses, guidance, internships, career counselling and assessment, opportunities and engagement with industry experts 	<p>A sustainable model and strategic partnership to optimise Industry-academia collaboration; and scholastic partnership taking into account: financing arrangements; joining the national and international networks that will be most relevant and effective to achieving the University's educational goals; and creating a talent pipeline for corporations and industries.</p>





“

I believe in innovation and that the way you get innovation is you fund research and you learn the basic facts.

Bill Gates

It's easy to come up with new ideas; the hard part is letting go of what worked for you two years ago, but will soon be out-of-date.

If you don't execute your ideas, they die.

Roger von Oech

”

EXCEL IN RESEARCH

UMTP - Theme 3

Overview

Universiti Malaya as Malaysia's leading research university, must continue to be an engine of growth for the nation. It must enable scholars and students to exchange ideas as well as conduct research in a conducive environment that nurtures exploration and creativity, thus encouraging knowledge discovery and wealth creation, leading towards an improved quality of life. By fulfilling this purpose in a more focused and impactful way as we advance into the fast-paced, digitally connected world, UM aspires to further build on its prominent global presence. This is reflected in our new vision and mission.

In over a decade of intensified research pursuit UM has made remarkable strides, particularly in terms of academic impact. A major threat to this continued advancement, however, is that the current funding model is non-sustainable. Furthermore, funding models which do not include overhead costs lead to the encroachment and depletion of existing resources including staff time. These imbalances inevitably put a strain on the organization. We need to adopt fresh perspectives and new approaches to further strengthen our position as a research university, so that we can thrust confidently into the future. In the face of challenges associated with the unprecedented times in which we live, realizing this new desired state requires transformative

changes across the board, involving, first, the people as our most important asset, second, systems and processes, and third, the environment.

It is imperative to continue to foster a vibrant and efficient research and innovation ecosystem comprising passionate individuals, state-of-the-art facilities, integrated support system, professional services, and effective networking in order to be highly impactful within and beyond academia. We can think of it in terms of a spacecraft launch. While the crew in their capsule (the researchers) are the key to the success of the space mission (the research project), they would get nowhere without the propulsion system and the people in Mission Control (the support system).

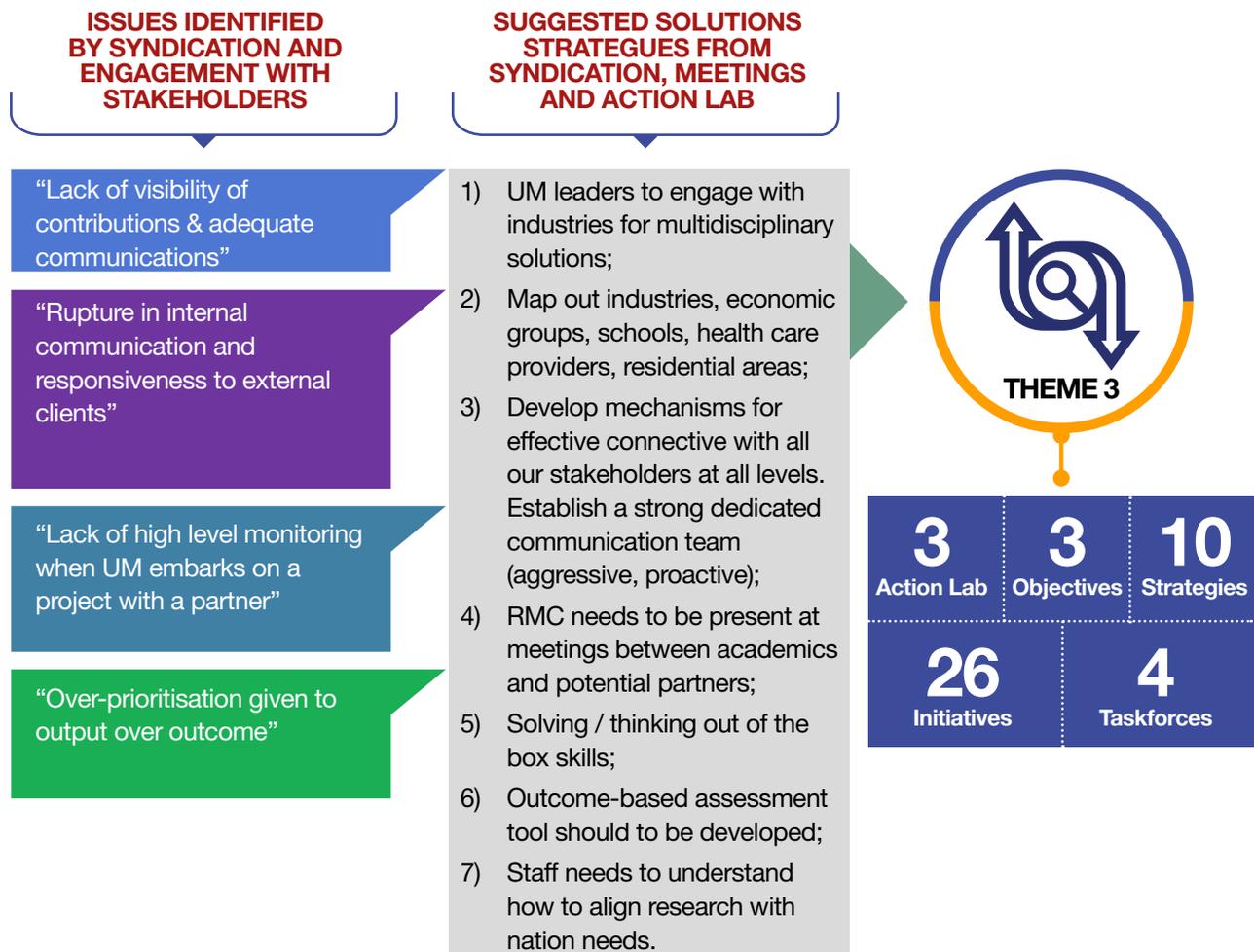
Theme 3, Excel in Research, applies an ecosystem approach in developing strategies to boost our research and researchers, and the whole organizational support system. It is vital that as we carry out research, we engage with talents and stakeholders on a human level to create an emotional, empathetic connection; this is part of the approach that is set to make a difference in our transformation journey. Positive changes in our habits, culture and mindset are key indicators of a successful transformation.

Aspiration & Objectives: A supportive system which encourages excellent research

A multi-pronged approach is required to transform UM as a research organization, from one that depends on public funding to a more financially independent one with a wider global outlook. UM aspires for its researchers to be more outward-looking, and to actively work, create and collaborate with all stakeholders. UM researchers must increase the impact they have on society; they must meet the needs of university and industry by addressing real-world problems, while maintaining academic rigour. In order to achieve this belief, we have outlined three objectives, which will be brought to fruition through 10 strategies and 26 initiatives. This theme will help UM achieve key objectives 3 and 5, as well as forming the foundation of pillar 3 of UM's House of Excellence.

Process Overview

Through the efforts of three Action Labs and four Task Forces, Theme 3 has engaged closely with key stakeholders to identify the main issues faced by researchers and other relevant parties. Having identified these issues, the members of Theme 3 worked towards addressing and overcoming these issues.



The Objectives



Objective 1: A Vibrant Research Ecosystem

Positioning UM as a Key Global Player in Research and Innovation

A vibrant research ecosystem is constituted of the right people supported by excellent infrastructure, good governance and leadership, and strong linkages with stakeholders. A humanizing approach in talent performance management emphasizes better connection with our people, to influence behavioural changes and transformative shifts in our researchers themselves, so that they are fully aligned with UM’s visions for the future of research. We will also focus on providing excellent research infrastructure, a strong support system for research governance, and enhanced stakeholder engagements. All this will lead to UM taking its position as a key global player in research and innovation.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Talent management model with a humanizing approach; 2 Excellent Research Infrastructure; 3 Research governance and support system; and 4 Enhanced stakeholder engagements. 	<ol style="list-style-type: none"> 1 Improve talent recruitment and management method; 2 Matching capacity-building modalities to individual needs; 3 Proper coordination of space and facilities for optimal usage; 4 Planning for highly competent technical support staff; 5 Review governance to facilitate research processes; 6 Professional research managers; 7 Online platform for open science, research management system; 8 Develop capacity for stakeholder engagement; 9 Engagement with government agencies; and 10 Collaborations with national and international partners. 	<ol style="list-style-type: none"> 1 Research Talent Engagement Programme; 2 Research Environment Enhancement; 3 Governance and line of reporting. Policies and guidelines. Appointment of research staff (TF 3.3); 4 Engagement with stakeholders, all records to be made available online (TF3.2); and 5 Research Visibility Unit (UM+) (TF3.1).

Objective 2: Research Investment

Capitalizing on UM Resources for greater opportunities in Research Funding

We believe that blue-ocean funding and social enterprise initiatives will alleviate our researchers' dependence on traditional funding streams, thus putting the university on a more competitive footing. Our main objective, therefore, is to intelligently capitalize on UM Resources for greater opportunities in generating Research Funding. Our strategies include: actively competing in the blue ocean funding marketplace; monetizing research services for inclusive growth; and capitalizing on research with strong social values and impact, through the creation of social enterprises.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Actively compete in blue ocean funding marketplace; 2 Monetize research services for inclusive growth; and 3 Capitalize on research with strong social values and impact, through the creation of social enterprises. 	<ol style="list-style-type: none"> 1 Deploy research funding analytics to search for and secure high impact local & international grants; 2 Populate pool of active proposal design teams; 3 Strategize and enhance basic & applied research to resonate strongly with funders' focus & objectives; 4 Integration of high throughput industry & business services for (Triple Helix) Hub & Spoke; 5 Public-private apprenticeships for graduates, with greater matching with real-world needs/emerging trends; 6 Create an integrated central database of high-value research and outreach projects that can be promoted to next-level social enterprise (SE) ventures/start-ups; 7 Organise clinics/workshops for designing & launching social enterprise start-ups; and 8 Stakeholders appreciation and reporting day. 	<ol style="list-style-type: none"> 1 UM Knowledge Exchange and Analytics. UM Open Science + Enterprise data. Working Group on Research Proposal Design and Evaluation; 2 Working Group on Social Enterprise; and 3 Hub and Spoke model to monetize research services for inclusive growth. New costing methods to recover overhead costs (TF 3.4).

Objective 3: Innovation Ecosystem

Building an effective and efficient innovation ecosystem for UM

An effective and efficient innovation ecosystem can be achieved by integrating both creative and implementation work behaviours in the new innovation value chain, driven by the entrepreneurial mindset at all levels of the organization. With this in mind, there will be a shift to refocus on the MYSTIE 10-10 fields, integrating Malaysian socio-economic drivers with leading science and technology drivers at the global level. We will also realign our research focus to the new Innovation Value Chain (IVC) model. And finally, the University must act as an incubator for research-driven entrepreneurial activity.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Refocus on MYSTIE 10-10 fields; 2 Realignment to new Innovation Value Chain (IVC) model; and 3 University as an incubator for research-driven entrepreneurial activities. 	<ol style="list-style-type: none"> 1 Assess our technology platforms capacity; 2 Realign and translate our technology output to support the 10 economic drivers; 3 Review our practices in relation to the new IVC model; 4 Programs to enhance creative work behaviour and implementation work behavior; 5 Professional technology transfer / knowledge brokering; 6 Transforming mindsets towards an entrepreneurial outlook; 7 Coordinated entrepreneurial activities (industrial attachments, Launchpads, makerspace); and 8 Review TTO structure and functions. 	<ol style="list-style-type: none"> 1 UM Research Roadmap aligned to MySTIE plus other global/national agendas; 2 Professional Knowledge Brokering to connect researchers and industry; and 3 Instilling the Entrepreneurial Mindset. Training programmes for staff and embedment into undergraduate curriculum.

ADOPT DIGITAL ENABLED LEAN MANAGEMENT PROCESSES

UMTP - Theme 4

“

**Perfection is not
attainable. But if we chase
perfection, we can catch
excellence.**

”

Bill Gates

Overview

One of the key challenges for UM is to ensure that all workflow and communication processes are lean, free of inefficiencies and waste, and are timely. Currently, there is dissatisfaction that UM's processes are cumbersome, fragmented and bureaucratic, and do not address the concerns and goals of our stakeholders. Furthermore, while we have achieved some level of digitization, this is not enough to ensure a smooth workflow experience for all stakeholders.

Efficient process management systems and digital transformation are the cornerstones for the success of all five pillars in the vision of the UM House of Excellence. In our quest to serve the nation and impact the world, we need to first ensure that all of our processes and systems synergistically enable our organizational goals, not hinder them. As such, it is crucial that we adopt lean process management alongside digital transformation. We must also devise a comprehensive communication plan so that we can reduce waste, ensure leanness, and improve productivity as well as the quality of our services, while at the same time enhancing staff, student and customer experiences.

It is with all this in mind that Theme 4 focuses on re-engineering critical processes in UM through the collective efforts of two action labs and five task forces. The long-term goal for

this theme is to ensure that lean management processes and digital transformation will become a way of thinking and a philosophy for UM in driving its long-term vision of excellence, and fostering a culture of continuous improvement which adds value for every stakeholder group engaged with the university.

Our Aspirations: Lean, efficient, digitally enabled management processes for all

As a world class university, it is essential for us to adopt lean and digitally enhanced processes, while also ensuring purposeful and effective communicative strategies. This will assist us, as a university, to deploy resources effectively, increase productivity, improve the quality of our services, enable cost savings, and to optimize value streams for all our stakeholders. We will be able to achieve our organizational goals of excellence smoothly, while creating enhanced and positive experiences for all stakeholders in the university's ecosystem.

Lean, efficient management processes, coupled with full digitalization, will greatly enhance UM's productivity across the board, as well as improve the quality of our services. The main focus of this theme is to provide better staff, student and stakeholder experiences, and minimize or eliminate any pain points that may exist due to our processes and services. To that



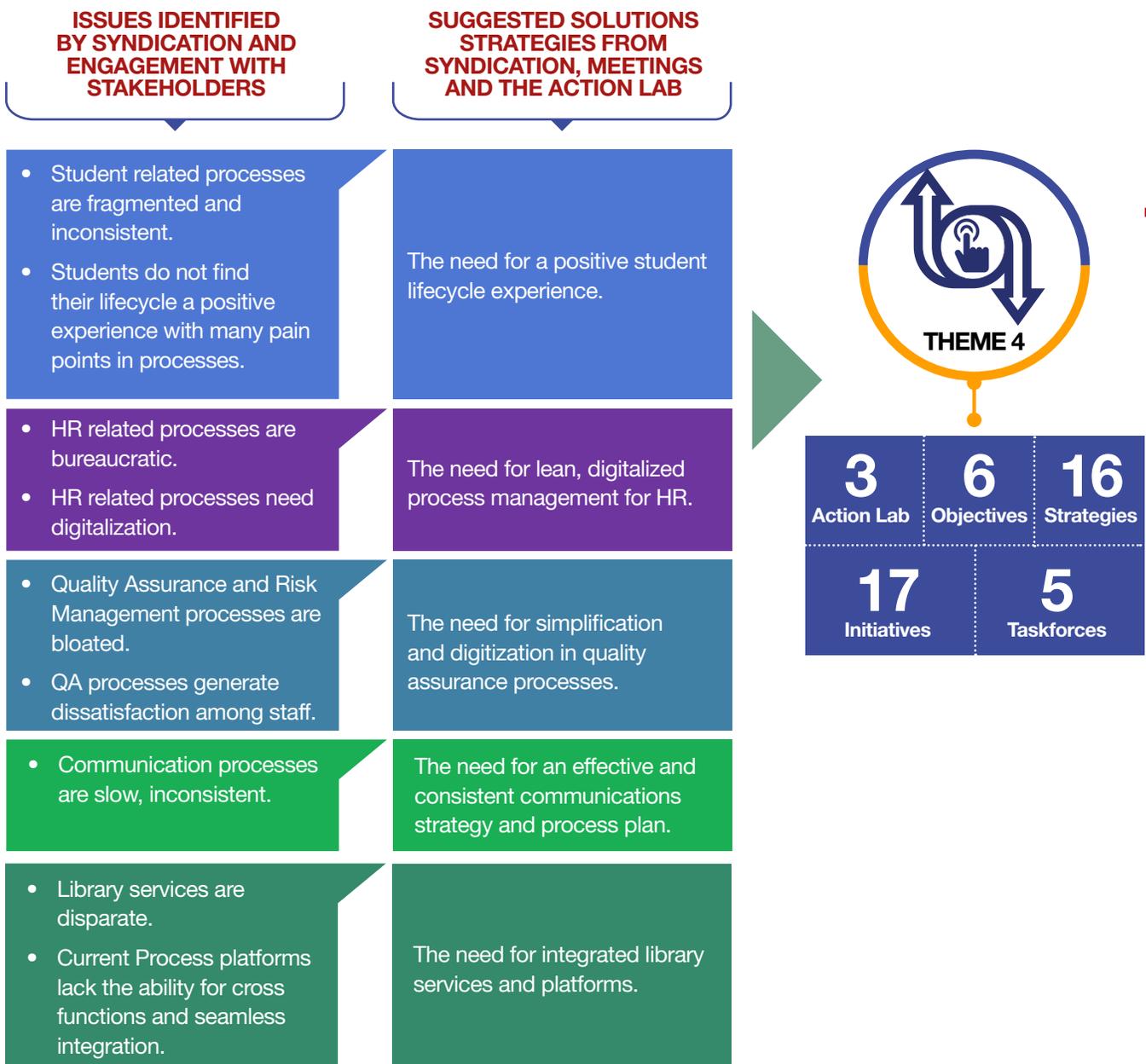
end, we have mobilised action labs and taskforces not only to improve processes in the short term, but also to foster a culture of continuous improvement over the long term.

Theme 4 focuses upon three main prongs of improvement – processes and systems, communication and people. It is our belief that while processes, systems and communication must be improved at UM, it must be done by putting our people at the heart of what we do; we must ensure a positive experience for all people involved with UM.

Theme 4 of the UMTP is aligned to the objectives of the UM Strategic Plan and all five pillars of the UM House of Excellence, as improved and re-engineered processes and systems form the basis of the entire UM machinery.

Process Overview

Theme 4 worked with stakeholders in relation to the management processes within the UM system to identify pain points faced by people at all levels, inside and outside the organization. These discussions were key in the creation of 4 action labs and 3 task forces, which engaged closely with the issues brought up during discussions and syndications. Overall, Theme 4 looks at ensuring efficient management processes. However, there is also a very strong focus on the human side of things. The mental and emotional well-being of staff and students is of paramount importance to UM.



The Objectives

OBJECTIVE 1

**Positive Student
Life-Cycle
Journey**

OBJECTIVE 2

**Building Affinity
and A Positive
Student Life-
Cycle**

OBJECTIVE 3

**A Lean and
Digitalized Talent
Management
System**

OBJECTIVE 4

**Implement Simplified
and Digitalized
Academic Quality
Assurance
Management
Processes**

OBJECTIVE 5

**An Effective
Communication
Strategy for UM**

OBJECTIVE 6

**Integrated Library
Services and
Platforms**



Objective 1: Positive Student Life-Cycle Journey

It is our strong belief that UM needs to ensure that all student-related processes, from registration to graduation, are hassle-free with few to no delays, and fully digitalized. Process improvement capability will integrate academic and administrative processes into a seamless ecosystem, and in turn, enhance the student life cycle experience. In order to achieve this objective, we will review and improve the UMSITS and Maya platforms; integrate academic-related best practices across RCs; review and improve student-related services; and digitalize all student-related administrative forms. Processes across the student life cycle will thus be smooth and pain free.

UM needs to ensure that all student related processes from registration to graduation are hassle-free with few to no-delays, and fully digitalised. Process improvement capability will integrate academic and administrative processes into a seamless ecosystem, and in turn, enhance the student life cycle experience.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Review and improve UMSITS and Maya platforms; 2 Integrate academic related best practices across RCs; 3 Review and improve student-related services; and 4 Digitalize all student-related administrative forms. 	<ol style="list-style-type: none"> 1 Process improvement for Admissions; 2 Process improvement for Enrolment; 3 Process improvement for Assessment; 4 Process improvement for Research module; 5 E-Production of a manual integrating best practices across RCs; 6 Standardized/Centralized Video and Infographics for all RCs to utilize; 7 Digitalizing all administrative forms; and 8 Quick issuance of campus card and library access. 	<ol style="list-style-type: none"> 1 Improved UMSITS interface; 2 Consistent and standardized student administration practices across the university; 3 Centralized videos/ infographics on student-related administrative processes; 4 Rapid issuance of campus card; 5 E-guide for international students; and 6 Digitalized forms and applications on online platform/system.

Objective 2: Building Affinity and A Positive Student Life-Cycle

Providing a positive student lifecycle journey will ensure a stronger affinity towards UM both as students and as alumni. A sense of loyalty and emotional engagement, instilled during their student lifecycle through a dynamic and engaging T&L experience, as well as through smooth, hassle-free processes, will ensure that this connection carries through to and even beyond graduation, as they become members of the UM alumni. Targeted affinity processes will instill student loyalty; we will also adopt strategies to strengthen trust and satisfaction among students and alumni. This affinity towards UM should also enable us to build a philanthropic culture among students and alumni, with simple and clear donation processes and platforms.

UM students should have an instilled sense of loyalty and emotional engagement during their lifecycle to ensure that this connection carries through to beyond graduation, as members of the UM alumni. This affinity towards UM should also focus on building a philanthropic culture among students and alumni, with simple and clear donation processes and platforms.

We believe that by providing a providing a positive student lifecycle journey will ensure a stronger affinity towards UM both as students and as alumni. This affinity towards UM should also enable us to build a philanthropic culture among students and alumni, with simple and clear donation processes and platforms.

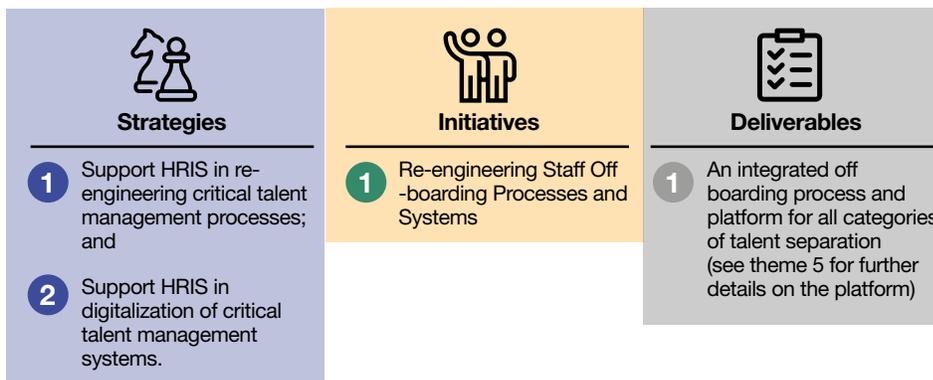
 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Instill student loyalty during the life cycle journey through targeted affinity processes; 2 Strengthen trust and satisfaction among students and alumni; and 3 Make giving to UM more attractive for alumni. 	<ol style="list-style-type: none"> 1 Student emotional engagement outreach; and 2 Alumni and Donor outreach. 	<ol style="list-style-type: none"> 1 Increased emotional engagement with university both as students and as alumni; 2 Instill a desire to give back to UM through the Alumni Giving initiative; and 3 Development of a UM Giving Book with clear and precise donation guidelines.

Objective 3: A Lean and Digitalized Talent Management System

Adopting lean process management will improve efficiency and increase productivity, and also improve quality of services for Talent Management, in particular the employee offboarding processes. UM should re-engineer talent management processes so that they are lean and digitalized. Adopting lean process management will improve efficiency and increase productivity, as well as improving quality of services for Talent Management. HRIS will be supported in re-engineering critical talent management processes, and in digitalizing critical talent management systems. A particular area of focus is the re-engineering of the critical talent-related processes and platforms involved in staff offboarding.

UM should re-engineer talent management processes so that they are lean and digitalised. Adopting lean process management will improve efficiency and increase productivity, alongside improving quality of services for Talent Management. A particular area of focus is the re-engineering of the critical talent-related processes and platforms involved in staff offboarding.

Our belief: Adopting lean process management will improve efficiency and increase productivity, alongside improving quality of services for Talent Management, in particular the employee offboarding processes.

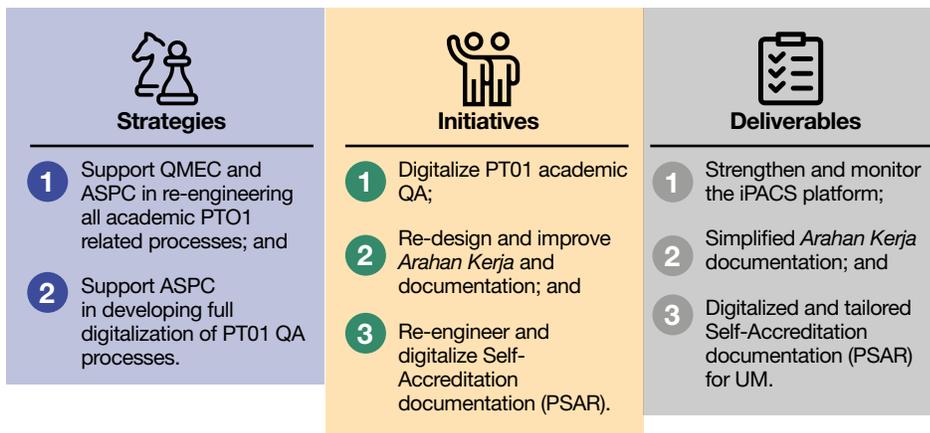


Objective 4: Implement Simplified and Digitalized Academic Quality Assurance Management Processes

UM needs to re-engineer and develop full digitalization of all academic PTO1 related process management systems. Re-engineering and digitalizing academic PTO1 related processes will reduce waste in terms of time and paperwork and reduce pain points for academic staff; ensure effective monitoring of student performances; and make the QA management system more efficient and measurable. QMEC and ASPC will be supported in re-engineering all academic PTO1 related processes, while ASPC will also be supported in developing full digitalization of PTO1 QA processes.

UM needs to re-engineer and develop full digitalization of all academic PTO1 related process management systems. Re-engineering and digitalizing academic PTO1 related processes will reduce waste in terms of time and paperwork, and reduce pain points for academic staff; ensure effective monitoring of student performances; and make the QA management system more efficient and measurable.

Our belief: Re-engineering and digitalising academic PT01 related process will reduce waste in terms of time and paperwork, and reduce pain points for academic staff; ensure effective monitoring of student performances; and make the QA management system more efficient and measurable.



Objective 5: An Effective Communication Strategy for UM

UM needs to develop an effective and consistent communication plan and strategy to help us meet our organizational goals. A communication strategy which foregrounds the core values of POISE will lay out clearly the key messages of who we are, what we do, and how we link to others in a seamless and positive ecosystem, while at the same time ensuring a more prominent global visibility and presence. The focus is also on training UM's frontline staff to ensure professional communication, as well as developing other important skills such as critical thinking and social media literacy. With an effective communication plan in place, and with trained frontline staff, we will be able to achieve our overall organizational objectives, while also improving our brand advocacy through better communication. We will be better able to engage effectively with our stakeholders, and demonstrate the success of our work, thus ensuring that people understand what we do. This kind of clear communication can also help change behaviours and perceptions when necessary.

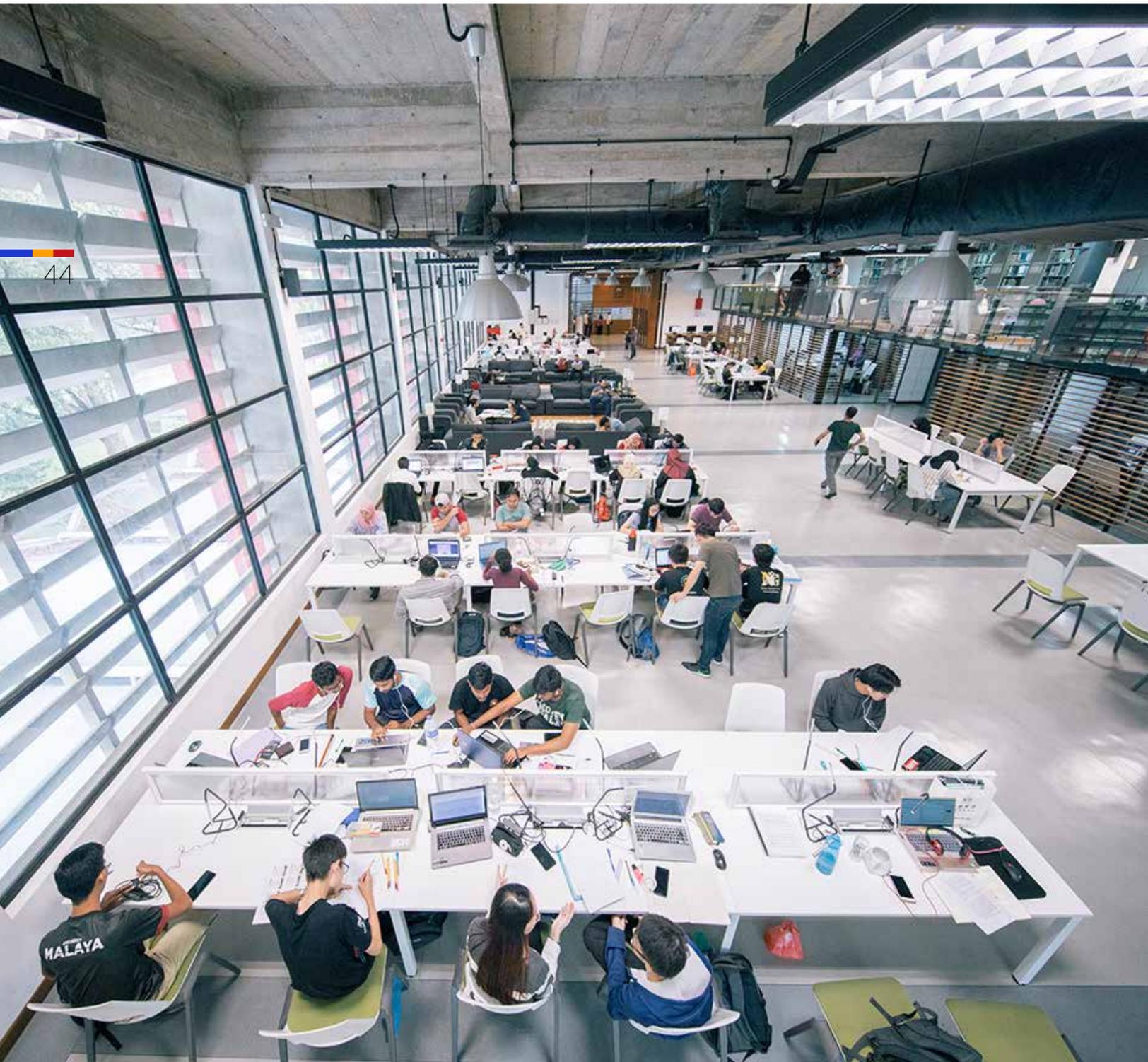
UM needs to develop an effective and consistent communication plan and strategy to help us meet our organizational goals. A communication strategy which foregrounds the core values of POISE will lay out clearly the key messages of who we are, what we do, and how we link to others in a seamless and positive ecosystem, while at the same time ensuring a more prominent global visibility and presence. The focus is also on training UM's frontline staff to ensure professional communication, as well as developing other important skills such as critical thinking and social media literacy.

Our Belief: An effective and comprehensive communication strategy which foregrounds the core values of POISE will lay out clearly the key messages of who we are, what we do, and how we link to others in a seamless and positive eco-system whilst developing greater visibility for our brand.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Help us achieve our overall organizational objectives, and advocate for the UM brand; 2 Engage effectively with stakeholders; 3 Demonstrate the success of our work; 4 Ensure people understand what we do; and 5 Change behaviours and perceptions when necessary. 	<ol style="list-style-type: none"> 1 Targeted communication plans for external and internal stakeholders; 2 Enhanced Global visibility and web presence; and 3 Training programmes in communication for staff. 	<ol style="list-style-type: none"> 1 UM Communication Guide; and 2 Certified frontliner training programme

Objective 6 – Integrated Library Services and Platforms

There is a need to integrate various library platforms and services into a coherent, streamlined and integrated process system, and further, to optimize services for staff and students (UM Library Strategic Plan). This objective is being addressed by the UM Library Strategic Plan Taskforce.



TRANSFORM CULTURE, EMBRACE CHANGE & NURTURE TALENT

UMTP - Theme 5

“

**Individually, we are one
drop. Together, we are an
ocean.**

”

Ryunosuke Satoro

Overview

A strong and functional culture is one where the underlying foundation of an organisation, i.e., the vision, mission, purpose, and core values, are clear and well-defined. Such an organisational culture has the potential to move the organisation forward in all their core areas of business. Organisational culture is also a major contributor to talent management. However, based on the feedback from internal and external stakeholders during the syndication process in the main UMTP Action Lab, several pain points were identified. It was felt that the underlying foundations of UM's culture do not drive behaviours effectively and are, therefore, decelerating its success. A fragmented silo work culture still prevails in UM, leading to inefficient work processes, compromised output, and low impact outcomes. Leadership and governance at UM still lean towards being transactional and hierarchical in nature. In addition, UM does not present itself as an 'employer of choice', and struggles to attract, develop, and retain top talent.

Our Aspirations: Bringing People Together in a Supportive and Efficient Network

The current environment at UM encourages collaboration among colleagues via mechanisms such as working together on research projects and publications and joint supervision of postgraduate students. There has also been a move towards interdisciplinary research within the university and with colleagues from other institutions and industry both locally and abroad. There is, however, still a tendency for academics to work on their own, and attempts at mentoring junior colleagues are often dependent on individual departments or faculties. To fulfil UM's vision of being a global university that impacts the world, and our mission of pushing the boundaries of knowledge and nurturing aspiring leaders, there needs to be organisational culture with positive connections and teamwork between colleagues, embodying the university's core values, resulting in a strong level of engagement.

At the same time, UM needs to develop agile and transformational leaders at all levels of the university to be able to effect such a cultural change. There also needs to be a systematic leadership and succession

planning framework to identify and develop leaders as well as prepare them for leadership roles.

On the front end, UM needs to professionalise its talent recruitment platform to mirror its global outlook and to be on par with the top universities in the world. Although it may seem a trivial matter, first impressions count, and thus, to attract talent, UM's recruitment website needs to not only embody UM's position as a top 100 university, but function effectively and efficiently from the point of application onwards.

In view of the points raised in the previous paragraphs and based on strategies and solutions suggested during the main Action Lab, three focus areas were identified under Theme 5 of Culture, Governance (Leadership) and Talent. These areas complement the UMSP 2021-2025, where talent is among the five pillars supporting the vision of the UM House of Excellence. Producing leaders is also one of the key objectives in the UMSP.

Process Overview

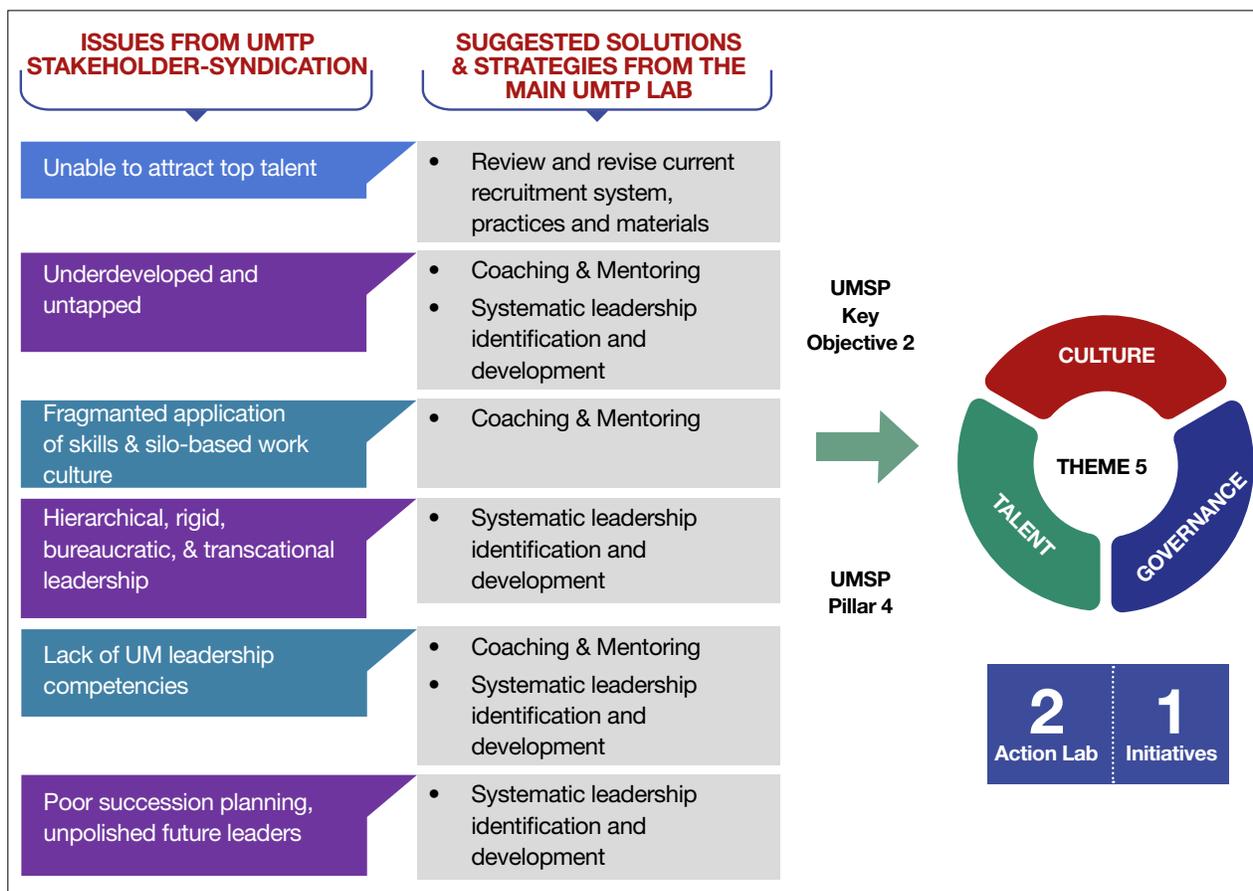
The following figure illustrates the process overview of how the key objectives for Theme 5 were developed from the initial feedback and engagement with key stakeholders. To address the challenges in the three focus areas identified, two Action Labs and one Task Force were formed. The overall responsibilities of these were as follows:

- a) to develop a more attractive recruitment platform to excite and attract potential top talent, and to develop

a systematic onboarding process to immerse new hires into UM’s organisational culture.

- b) to recommend a coaching and mentoring system that will facilitate collegiality and nurture talent.
- c) to suggest a leadership platform that can identify potential leaders by evaluating their core skills and competencies at different leadership levels, and thereafter, develop these talents to their full leadership potential.

Based on the syndication and discussions, three main objectives were identified, one for each of the focus areas of Culture, Talent and Governance (Leadership). The overall aim of Theme 5 is to ensure that UM is able to recruit top talent, and subsequently to nurture and train them to achieve their fullest potential, creating a win-win situation for the individual, the university, and ultimately the society.



The Objectives



Objective 1: Top Talent - From Recruitment to Offboarding

To improve and align existing recruitment materials & practices to reflect POISE and our competitive global position and attract top talent

An e-recruitment platform, materials, and practices which are comparable to top universities in the world will positively affect UM’s reputation as a competitive global university, helping to attract top talent. Further, an effective and streamlined platform will create more efficient processes from recruitment to retirement. This will help to address the challenges related to attracting talent. Our strategies include reviewing the current online recruitment platform; reviewing current information and practices for on- and off-boarding; and reviewing current market practices related to talent management metrics and performance management.

 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Review current online recruitment platform; 2 Review current information & practices for on- and-offboarding; and 3 Review current market practices related to talent management metrics and performance management. 	<ol style="list-style-type: none"> 1 New landing page for UM recruitment; 2 New search page for current job opportunities for UM; 3 New sign in and application page for all job opportunities/ openings; 4 Develop eGuide for new hires; 5 Develop Standard Operating Procedures & checklists for staff & units/departments/ faculties for onboarding and offboarding; and 6 Collection, monitoring and analysis of recruitment related data. 	<p>All new recruitment from applications to onboarding via UM Talent Management Digital platform by Q4 2021.</p> <p>Note: This is now being developed by PTM and A taskforce (Jawatankuasa Pemandu). The project on Universiti Malaya Human Resource Management System (UM HRMS) has been set up with Professor Ir. Dr. Abdul Aziz Bin Abdul Raman as the chair.</p>

Objective 2: Coaching & Mentoring

To develop a coaching & mentoring framework for academic staff.

A systematic coaching and mentoring system at UM can nurture talent, build capacity by enhancing knowledge and skills transfer and sharing, increase engagement with UM's values, and most importantly, break the silo-based work culture among staff. Developing such an institutionalized system will help address the issues related to underdeveloped and untapped talent, as well as the fragmented application of skills and the silo-based work culture. The main strategy to achieve this objective is the implementation of a hybrid coaching and mentoring framework.

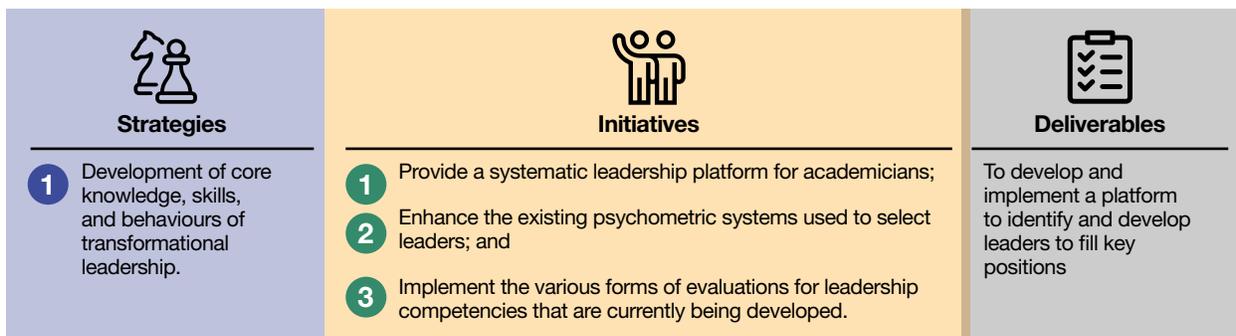
 Strategies	 Initiatives	 Deliverables
<ol style="list-style-type: none"> 1 Implementation of a hybrid coaching and mentoring framework. 	<ol style="list-style-type: none"> 1 Offer Professional Coaching certification for a core team; and 2 Establish a Network of Mentors. 	Set up UM Coaching and Mentoring Programme Taskforce by Q4 2021



Objective 3: Transformational Leadership

To develop a systematic platform for the development of UM leadership competencies

A formalised, systematic, and sustainable framework to identify and develop agile and transformational leaders with institutional knowledge, values, competencies, and skills will enable UM to meet its key aspirations and objectives. This belief is motivated by the need to address the issues of underdeveloped and untapped talent; the lack of a framework for UM leadership competencies and leadership development; hierarchical, rigid, and bureaucratic and transactional leadership styles; and poor succession planning. These issues can be addressed by developing the core knowledge, skills, and behaviours of transformational leadership among UM staff.



ENHANCE LEARNING & WORK ENVIRONMENT

UMTP - Theme 6

“

**Individually, we are one
drop. Together, we are an
ocean.**

Ryunosuke Satoro

”

Overview

Theme 6 focuses on the campus environment and supporting facilities as enablers for the previous five themes, enriching the well-being of both staff and students, and creating a memorable and rewarding campus life experience. Further, in order to create a sustainable and supportive campus environment, Theme 6 focuses on comfortable and conducive student accommodation, an industry-friendly campus environment, green infrastructure, and future-ready infostructure, to support a dynamic and energetic campus community. The ultimate goal of Theme 6 is to ensure that all staff, students and stakeholders can function effectively within a sustainable and supportive environment which prioritises human comfort as well as environmental responsibility.

Aspirations: A Clean, Green, Digitalized Environment

UM aspire to achieve this by enhancing the student life experience by providing quality accommodation and conducive social interaction spaces, supported by efficient digital infrastructure and housing management.

UM will also position ones as a leader in inculcating green and low carbon culture within the university campus community by introducing and upgrading existing green programmes and ensuring energy efficient buildings and infrastructure development

UM further plan to develop impactful university-industry collaboration through smart resource sharing for research, T&L, collaboration, and interaction. Apart from this, UM will unlock the UM Land bank, transforming it into UM Smart City; and we will reform socializing spaces.

Another fundamental aspiration is to improve campus safety and security based on digital technology, internet-of-things (IoT), image processing and artificial intelligence (AI) and Building Information Systems (BIM).

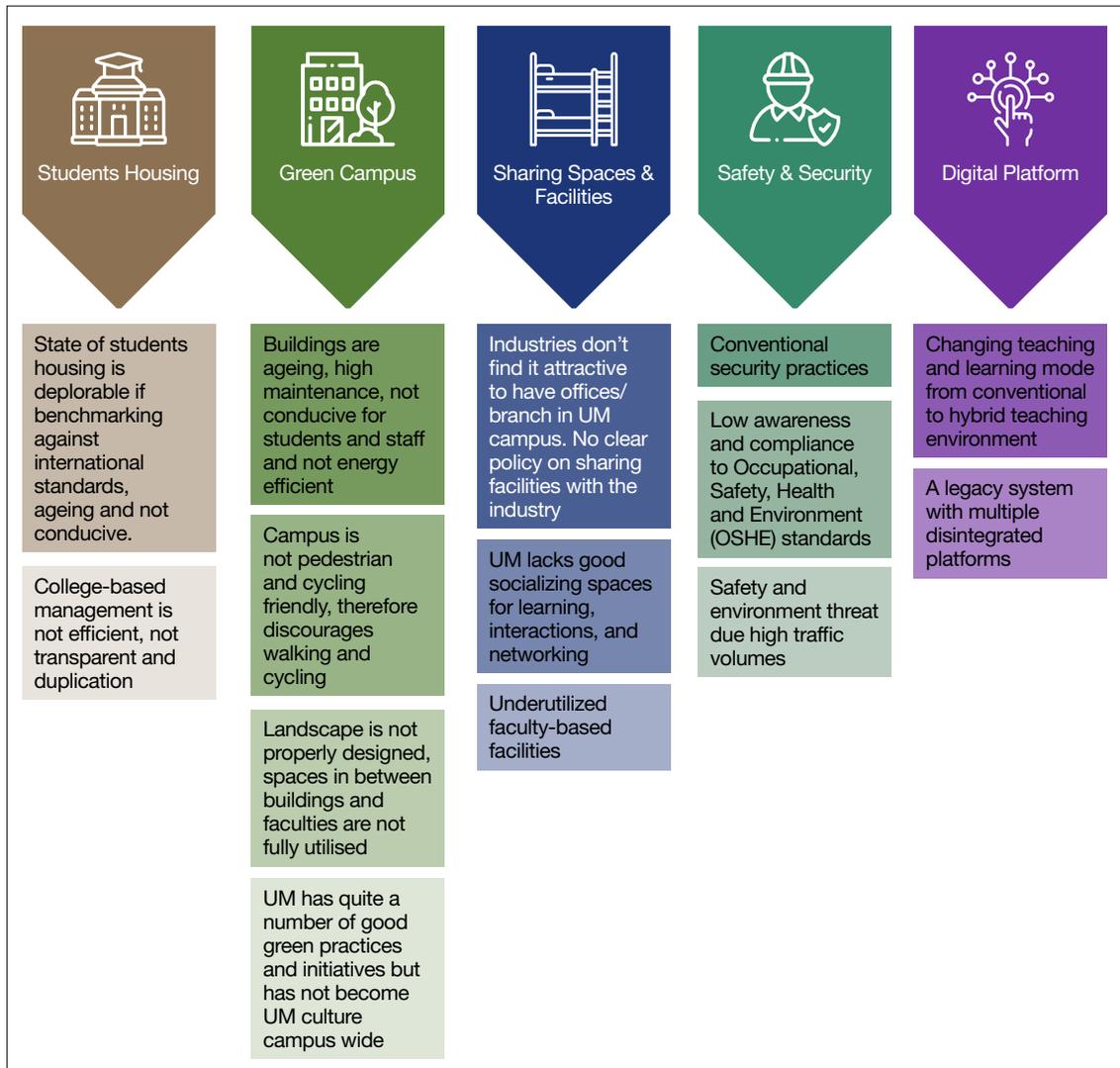
And finally, the university will enable smooth and efficient teaching and learning activities, by providing hybrid, integrated and automated digital platforms using state-of-the-art information and communications technology (ICT). The platform allows a future hybrid learning environment, supports physical activities, and blends appropriate ICT systems for advanced digital teaching and learning activities.

This theme supports all of UM's key objectives, and also supports all five pillars of the UM House of Excellence, as a favourable physical environment is key in providing the infrastructure that all stakeholders need.



Process Overview

Through close collaboration with key stakeholders, 5 objectives have been identified which will be achieved through 15 Strategies and 76 Initiatives.



The Objectives

**OBJECTIVE
1**

**Quality
Accommodation**

**OBJECTIVE
2**

Green Campus

**OBJECTIVE
3**

**Shared Spaces
and facilities**

**OBJECTIVE
4**

Safety & Security

**OBJECTIVE
5**

**Digital Learning
Platforms**



Objective 1: Quality Accommodation

Quality Accommodation Through Private-Public Partnership and Efficient Management

We believe that an important part of an overall positive and memorable student life experience comes from having quality accommodation and conducive social interaction spaces supported by efficient digital infrastructure and housing management. To that end, we are strategising to provide modern and conducive accommodation with state-of-the-art supporting facilities which encourage social interaction between students from diverse cultural backgrounds. This includes upgrading existing accommodation options and building a new housing complex within the campus. The second strategy involves improving the management of housing for both on and off campus students by having a centralized housing management unit to be known as Student Housing & Residential Centre (SHaRe). To move away from dependency from Government resources, the project will be implemented through possible collaboration with the private sector through various business models.



Strategies

1 QUALITY ACCOMMODATION

- ◆ To provide modern and conducive accommodation with state-of-the-art supporting facilities that encourages social interaction between students from diverse cultural background. New accommodation would be of premier standard that reflects the University of international status with modern, sustainable, adopting digital and automated systems as well as having a high aesthetic value both inside and outside the building. Accommodation includes single occupancy, double, studio and two-bedrooms units for both undergraduate and postgraduate, international students and visiting staff. This will be achieved by:
 - » Upgrading the existing hostel to premier standard
 - » Building new housing complex within UM campus
- ◆ To move away from dependency from Government resources, the project will be implemented through possible collaboration with the private sector through various business models.

2 EFFICIENT HOUSING MANAGEMENT

- ◆ To improve the management of housing for both on and off campus students by having a centralized housing management unit to be known as Student Housing & Residential Centre (SHaRe) with three objectives:
 - » Managing admissions into student accommodations under UM.
 - » Coordinating student housings which belong to third parties/ landlords.
 - » Managing relevant financial matters and tri-partite tenancy agreements.
- ◆ To establish a more efficient and transparent student selection criteria, method and system for the housing and residential colleges that is based on “first come, first serve” and with a limited Student Empowerment Quota (SEQ) to ensure the continuity of student leaderships and activities. This new user-friendly application platform will upgrade the existing version of UMpoint with additional features to replicate hotel booking sites and systems



Objective 2: Green Campus

Sustainable Campus to Achieve Campus Carbon Neutral Status

We strongly believe that UM can lead in inculcating green and low carbon culture within a university campus community, by introducing and upgrading existing green programmes and ensuring energy efficient buildings and infrastructure development. The five key strategies which we will adopt are: improving the management of sustainability practices through a coherent and impactful organizational structure that will develop and implement relevant policies; limiting greenhouse gases and carbon emissions and complying with green building standards; improving energy efficiency across the campus, installing large on-site energy generation capabilities, and improving water efficiency and waste management, thus paving the way for the UM campus to be carbon neutral within 5 to 10 years from 2021; mitigating the surrounding urban heat island effect, reducing the risk of flooding through efficient storm water management, conserving campus biodiversity and ecology, and improving campus mobility; and finally, actively promoting sustainability awareness and practices among the campus community.



Strategies

Key to enhancing the learning and working environments, Universiti Malaya must transform into a sustainable campus by adopting these strategies:

- 1 **Strategy 1:** To improve the management of sustainability practices through a coherent and impactful organizational structure that will develop and implement relevant policies.
- 2 **Strategy 2:** To limit the greenhouse gases carbon emissions and comply with green building standards. All new buildings and existing building upgrades must be energy efficient
- 3 **Strategy 3:** To improve the campus-wide energy efficiency, install large on-site energy generation, and improve water efficiency and waste management. Together, these three strategies will pave the way for the UM campus to be carbon neutral within 5 to 10 years from 2021.
- 4 **Strategy 4:** To mitigate the surrounding urban heat island effect, reduce the risk of flooding through efficient storm water management, conserve the campus biodiversity and ecology, and improve campus mobility
- 5 **Strategy 5:** To actively promote sustainability awareness and practices among the campus community, *GreenCulture@UM* through these two High Impact Programmes (HIPs):
 - » UM Sustainability Policy
 - » Green Culture Activities



Objective 3: Shared Spaces and facilities

Smart sharing of resources for research, teaching, collaboration and interaction; and with support from the industry

Impactful university-industry collaboration can be achieved through smart resource sharing for research, T&L, collaboration and interaction. Spaces in UM will be adapted, created, and reformed to support these activities. One strategy is to *unlock* UM Landbank in Section 16 as UM Smart City, through high-impact University-Industry partnerships that promote a win-win environment for research and development (R&D). This strategy will create new collaboration models, research incubators and living labs. It will be supported by “UM Village,” with commercial offices, retail spaces, conference facilities, smart schools and quality accommodations. We are also strategising to reform both indoor and outdoor social spaces to support and enhance teaching and learning, student well-being, interaction and public involvement. These include outdoor engagement spaces (nodes) for multigenerational social impact, high-end eating facilities, campus food courts, and relocation of galleries and museums under one roof to share knowledge with community and stakeholders.



Strategies

- 1 Strategy 1:** To unlock UM Landbank in Section 16 as UM Smart City through high-impact University-Industry partnership that promotes win-win environment for research and development (R&D), new collaboration models, research incubators and living labs. Supported by “UM Village” with commercial offices, retails, conference facilities, smart school and accommodations.
- 2 Strategy 2:** To reform socializing places both inside the buildings and outdoor spaces to support and enhance teaching and learning, student well-being, interaction and public involvement. Such as outdoor engagement spaces (nodes) for multigenerational social impact, high-end eating facilities, campus food courts, and relocation of galleries and museums under one roof to share knowledge with community and stakeholders.
- 3 Strategy 3:** To share resources and facilities for research, T&L between faculties and research entities. Some faculty-based facilities, including equipment in various labs and locations, can be relocated and centralized. To also include outdoor and passive areas as learning and social areas as well as park and ride facilities for the campus community. Enhance with monitoring and management system and policy.



Objective 4: Safety & Security

Safe campus environment leveraging on technology-based initiatives for health and safety practices and security management

It is one of our core beliefs that a safe and secure campus will greatly enhance the experience of both staff and students. Campus safety and security can be enhanced through digital technology, internet-of-things (IoT), image processing and artificial intelligence (AI), and Building Information Systems (BIM). We will therefore work towards improving security practices, with a centralised CCTV system, greater control of entry to campus via a number of digital technologies, and other key initiatives. This will be enhanced by an auto detection system which will improve both cost and time efficiency. We will also work towards improving the practices and management of Occupational Safety, Health And Environment (OSHE) for a safe working environment.



Strategies

- 1 Strategy 1:** To improve the security practices and management to be user- friendly and easy access with automated security system. The initiatives for this strategy include establishing a centralised CCTV system at the University level with internet-of-things (IoT), image processing and artificial intelligence (AI), controlling the entrance to the campus via image processing and vehicle plate recognition technology via AI, radio-frequency identification (RFID), building multiple lanes at the entrance and exit points, installing more LED lights and automated lighting system such as motion and light sensors, using mobile App for driver for security vetting, electric vehicles with GPS, booking App, real time transportation monitoring and tracking system and drones for safety patrol.
- 2 Strategy 2:** To improve processes with auto detection system for cost and time efficiency. The initiatives include developing online system for record keeping, database of construction, submission and as-built drawings, using Building Information Modelling to keep current condition of building and its elements, services and facilities, establishing a robust service level agreement/performance-based contract for service, developing automated alert system and mobile App for certificate renewal and periodical inspection, for providers/servicing contractors to follow and adhere to via online system and plan maintenance by using automated alert system and mobile App.
- 3 Strategy 3:** To improve the practices and management of Occupational Safety, Health And Environment (OSHE) for safe working environment. The initiatives include developing environmental Policy and share at website, email and UM Facebook, revising UM Laboratory Safety Guidelines in progress and share at website, email and UM Facebook, restructuring OSHE website, developing online system for reporting and monitoring of chemical registers and schedule waste management and establishing online integrated platform on updated guidelines.



Objective 5: Digital Learning Platforms

Smooth and efficient teaching and learning activities enhanced by automated system with integrated digital platforms

Smooth and efficient teaching and learning activities are better achieved by providing hybrid, integrated and automated digital platforms using state-of-the-art information and communications technology (ICT). The platform allows the growth of a future hybrid learning environment, supports physical activities, and blends the use of appropriate ICT systems for advanced digital teaching and learning activities. To aid in these efforts, we will establish policies to support the development and implementation of relevant and appropriate platforms, as well as to deal with new challenges and reduce any threats to these strategies.



Strategies

- 1 Strategy 1:** To ensure smooth and efficient teaching and learning activities enhanced by hybrid, automated systems with integrated digital platforms. Secondly, establish new policies & procedures to support conducive digital learning platforms, a combination of adequate physical spaces and information and communications technology (ICT). To centralised learning management systems by integrating the digital learning platform with other systems and to enhance the existing
- 2 Strategy 2:** To draw new policies and procedures to support new challenges and reduce the strategies threats.



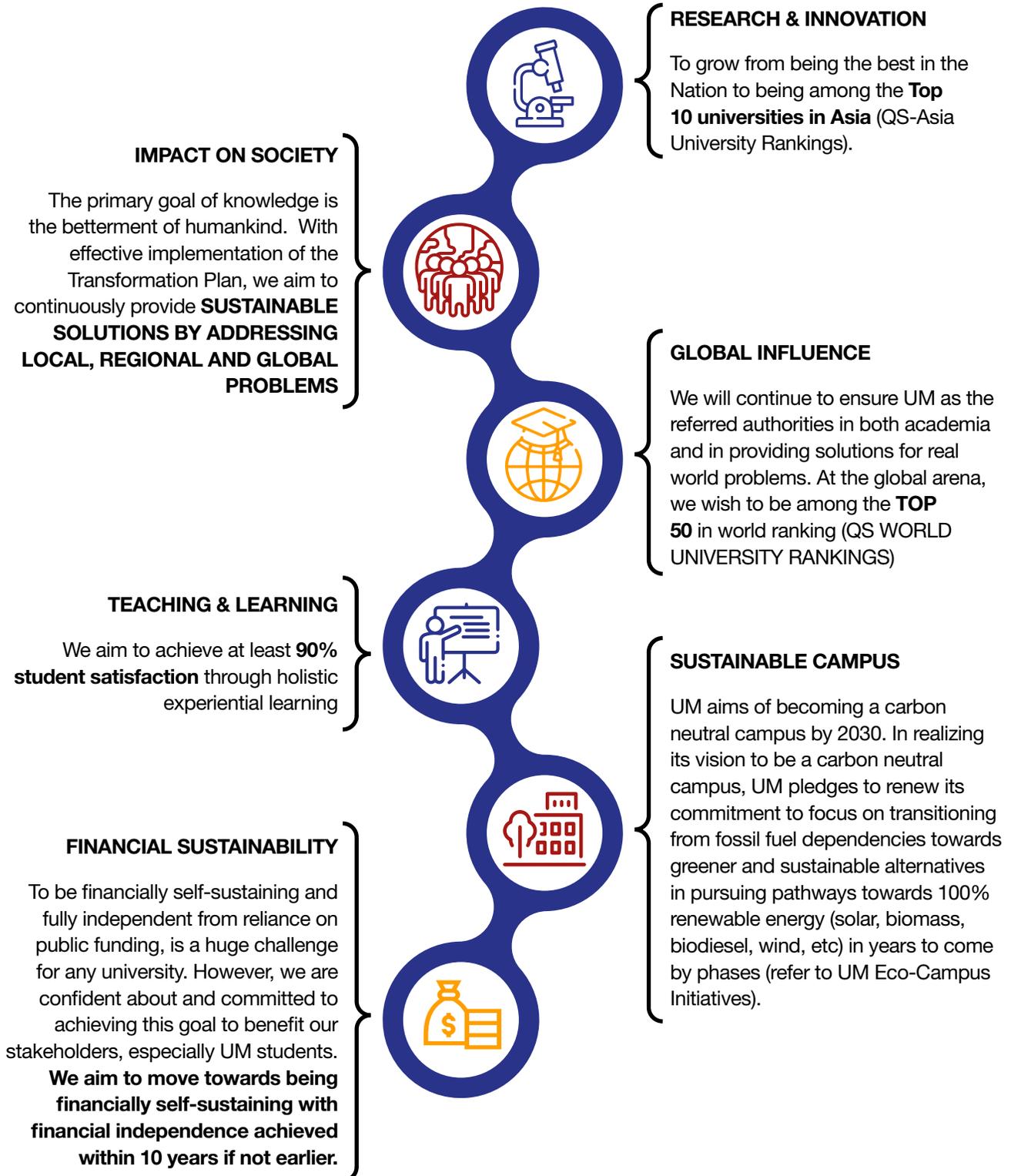


Deliverables

1. Upgrading existing hostel to premier standard for 2,000 students by 2023.
2. Construction of new housing for 70% of student population by 2030.
3. New housing management structure supported by digital booking and management system.
4. Establish Sustainability Management Center directly under the Vice-Chancellor or Deputy Vice-Chancellor.
5. New buildings will be energy efficient and eligible for certification by Green Building Index (GBI).
6. UM to achieve campus carbon neutral status by 2030
7. Protect Rimba Ilmu by gazettement it as Heritage Site.
8. Construct pedestrian and cycling routes; integrate with large canopy trees and landscaping.
9. UM commitment to support SDGs through Sustainability Policy.
10. Hold sustainability programmes and activities for students and staff of the University.
11. Greement of new business model between university and industry to develop UM Smart City.
12. Refurbishment of existing buildings to encourage social interaction.
13. Development of shared social spaces within and between buildings and faculties.
14. Practice sharing of teaching and research spaces, supported by digital systems.
15. Adoption of digital and automated security system and its management
16. Adoption of Building Information System (BIM) in building development and facilities management
17. Safety guidelines and policies with online systems for recording, reporting and monitoring.
18. Implement learning management system and digital learning platform.
19. Formulate related policies and procedures



Our Measures of Success



CREATE at a glance...

Champion New Governance and Business Models

One of the key challenges for Universiti Malaya is to weather the volatile financial climate ahead. UM must achieve financial self-sustainability for it to continue its traditional role as the national torchbearer for research and higher education excellence in Malaysia and beyond. UM must also embrace new governance models which are primarily value-driven and leverage on its core competencies and assets. Hence, the following transformations are necessary:

- Landbank Development and New Businesses
- New Business Model and a dedicated business development office
- Revised Fee Structure
- Professional Services & Consultancy
- UMLEAD

Reimagine Education @ UM

The unprecedented rate of change in our increasingly connected, digitalized world demands that our students should be flexible and innovative, with a broad interdisciplinary skill set. We believe that through Reimagine Education @UM, we can nurture excellent future talents as agents of innovation and change, helping them reach their full potential, as well as be better prepared for globalization and 'global citizenship', by 2025.

- Curriculum Flexibility and Agility
- Shift in Digital Practices and Reskilling in Pedagogy
- Future-driven Internationalisation and Global Education
- Nurture Learners as Agents of Innovation and Change

Excel in research

The focus of this theme is about transforming cultures and mindsets to look outwards, for a wider global outlook. The existing systems and processes must also be enhanced, to support researchers as much as possible. Our aim is to create a vibrant research and innovation ecosystem encompassing passionate world class talents, integrated support system, and state-of-the-art facilities that generate high impact research outputs and outcomes within and beyond academia.

Solve Real World Problems



Advancing Knowledge, Creativity and Innovation



Knowledge for the betterment of humankind



Serving Society



Addressing Local, Regional and Global Problems



We lead by serving society - practical solutions for wellbeing



Advancing Sustainable Solutions



Sustainable Future-proof SDGs

Adopt Digital Enabled Lean Management Processes

One of the key challenges for UM is to ensure that lean management processes and digital transformation will become a way of thinking and a philosophy for UM in driving its long-term vision of excellence, and that it will foster a culture of continuous improvement which adds value for every stakeholder group engaged with the university. By adopting lean, digitalized management processes, we will be able to address the following key issues:

- The Need for A Positive Student Lifecycle Experience
- The Need for A Lean, Digitalized Process Management For HR
- The Need for Integrated Library Services and Platforms
- The Need for Simplification and Digitalization in Academic Quality Assurance Processes
- The Need for An Effective and Consistent Communications Strategy and Plan For UM

Transform Culture, Embrace Change and Nurture Talent

Not only do we need to train, empower and nurture existing staff, but we also need to be able to attract top talent for future plans. This theme emphasises transparent and inclusive governance, strategies to ensure that UM is the university of choice for students, active outreach and engagement with alumni, and sustained donor engagement.

- Recruitment: Improve and Align Existing Recruitment Materials & Practices to Reflect POISE
- Coaching & Mentorship: Develop Coaching & Mentoring Framework for Academic Staff
- Leadership: Develop A Systematic Platform for The Development of UM Leadership Competencies

Enhance Learning and Work Environment

This theme takes into account the environment which supports all teaching, learning, research and management processes, such as accommodation, digital platforms, conducive spaces for work and learning, and cutting-edge equipment for teaching and research spaces, all housed within a sustainable green environment.

- Quality Accommodation Through Private-Public Partnerships
- Sustainable Campus
- Smart Sharing Facilities
- Safe campus environment leveraging on technology-based initiatives
- Digital T&L Platform

UM Transformation Plan 2021 - 2030

2021 (Q1 – Q2): Phase 1	2021 (Q3) - 2023: Phase 2(i)	2023 - 2025: Phase 2(ii)	2025 - 2030: Phase 3
ASSESS AND DEVELOP TRANSFORMATION STRATEGY	IMPLEMENTATION OF STRATEGIES		CONTINUOUS IMPROVEMENT & CONSOLIDATIONS
<p>Gap analysis – issues, challenges and expectations of stakeholders</p> <p>Develop high level implementation plans to address gap analysis</p> <p>Develop Transformation strategy - <i>CREATE</i></p> <ul style="list-style-type: none"> • Champion New Governance & Business Model • Reimagine Education @UM • Excel in Research • Adopt Digital Enabled Lean Management Processes (towards Digital Transformation) • Transform culture, embrace change and nurture talent • Enhance Learning & Work Environment <p>Establish UM Research Visibility Centre (UM+)</p> <p>Key success factors</p>	<p>Enact the prioritised ‘high impact’ & immediate term initiatives</p> <p>UMSP 2021-2025:</p> <ul style="list-style-type: none"> • Intensify Income Generation (towards a self-sustaining University) • Teaching and Learning • Research & Innovation • Talent • Entrepreneurship <p>Champion New Governance & Business Model:</p> <ul style="list-style-type: none"> • Business development office • Restructuring of UPUM • Revised fee structure • Creation of UMLEAD <p>Reimagine Education @UM:</p> <ul style="list-style-type: none"> • New Flexible Curriculum • Creative Learning & Innovative Teaching • Career Booster Platform <p>Excel in Research:</p> <ul style="list-style-type: none"> • Enhanced research ecosystem • Research investment • Effective & efficient innovation ecosystem 	<ul style="list-style-type: none"> • Review of strategic plan implementation and monitoring • Perform post-implementation review • Implement continuous improvement plans 	<ul style="list-style-type: none"> • Program Re-alignment • Implement continuous improvement plans • Review of strategic plan and core thrust areas • UM Landbank development (SMART CAMPUS - sustainable campus for the future) • Develop UM Smart City Partnering with Industry • Intensify International mobility program for undergraduates • Transformed UM Research & Innovation Landscape (enhancement of research excellence)

2021 (Q1 – Q2): Phase 1	2021 (Q3) - 2023: Phase 2(i)	2023 - 2025: Phase 2(ii)	2025 - 2030: Phase 3
ASSESS AND DEVELOP TRANSFORMATION STRATEGY	IMPLEMENTATION OF STRATEGIES		CONTINUOUS IMPROVEMENT & CONSOLIDATIONS
	<p>Adopt Digital Enabled Lean Management Processes:</p> <ul style="list-style-type: none"> • Improved student academic services and processes including frontliners training • Re-engineer & develop full digitization of academic related processes (PT01- Quality Assurance Processes) • Develop effective and consistent communication plan & strategy which embeds POISE <p>Transform culture, embrace change and nurture talent:</p> <ul style="list-style-type: none"> • Talent Recruitment to Offboarding Initiatives • Coaching And Mentoring Framework for Academic Staff <p>Enhance Learning & Work Environment:</p> <ul style="list-style-type: none"> • Improve quality accommodation & management • Sustainability Campus to Achieve Campus Neutral Status • Effective & efficient T&L, enhanced by automated system with integrated digital platforms • Safety & security 	<p>Transformational Leadership</p> <ul style="list-style-type: none"> • Develop a systematic platform for the development of UM leadership competencies 	<ul style="list-style-type: none"> • Quality Accommodation with up-to-date facilities



The preparation of the document was coordinated and led by Professor Dr. Nor Aishah Hamzah, (Head of Action Lab for UM Transformation Plan). The process was guided by members of the UM Transformation Plan (JMTP) team consisting of Professor Dr. Yvonne Lim, Professor Dr. Abrizah Abdullah, Professor Dr. Yatimah Alias, Professor Dr. Shaliza Ibrahim, Professor Dr. Stefanie Shamila Pillai, Professor Dr. Yahaya Ahmad, Professor Dr. Saiful Anuar Karsani, Associate Professor Dr. Surinderpal Kaur Chanan Singh, Dr. Yusrizam Sharifuddin and Dr. Tan Ta Sheng.

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The Working Team

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4. YBrs. Dr. Sivabalasingam a/l Veerasingam
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8. YBhg. Datuk Seri Dr. Mazlan Yusoff
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10. YBhg. Tan Sri Abd Rahim Mohamad

Universiti Malaya Board of Directors (2023 - July 2023)

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6. YBhg. Tan Sri Liew Kee Sin
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8. YBrs. Dr. Yong Zulina Zubairi

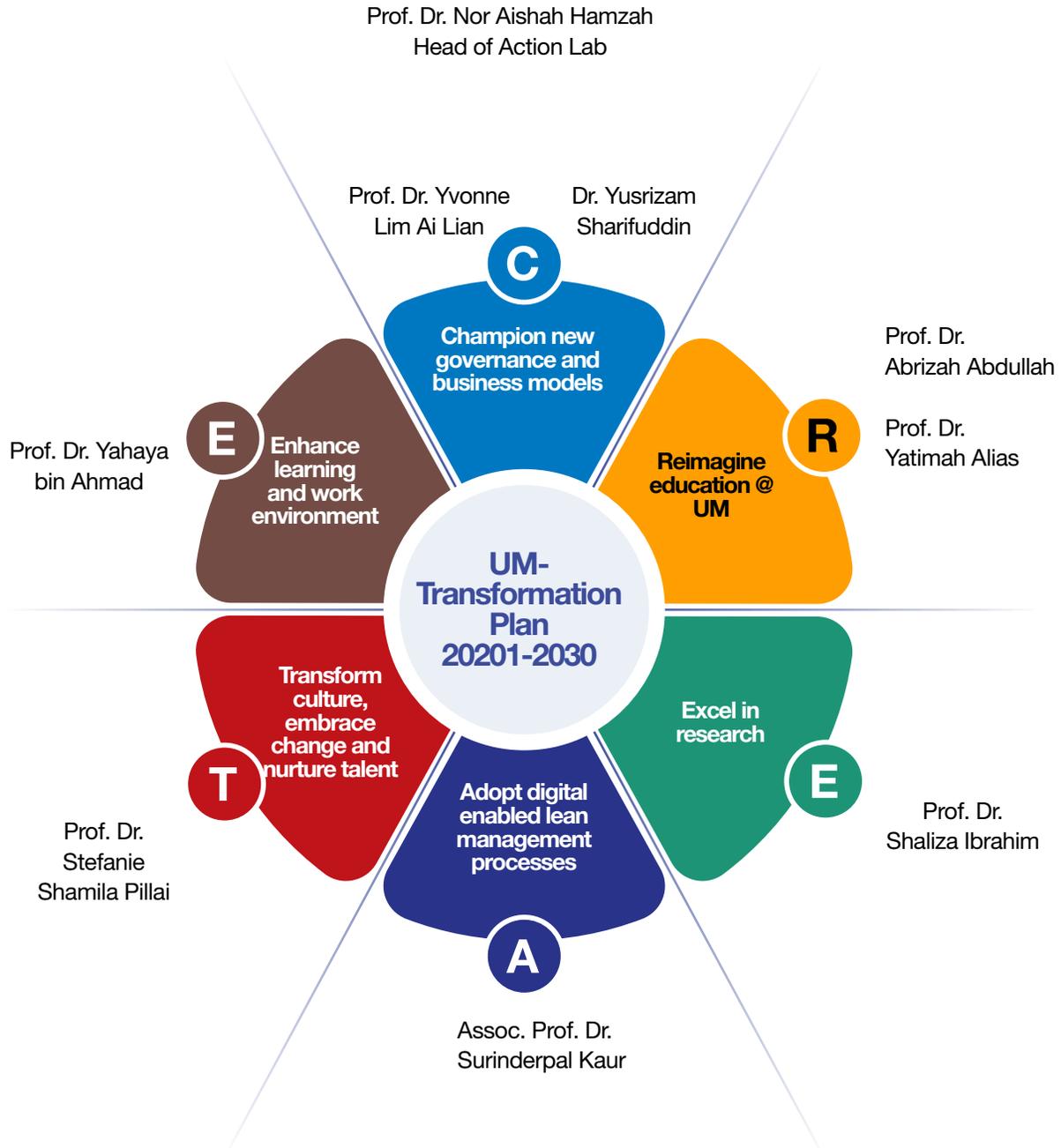
The Vice-Chancellor and Deputy Vice-Chancellors

- 1 VICE-CHANCELLOR
YBhg. Profesor Dato' Ir. Dr. Mohd Hamdi Abd Shukor
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YBhg. Profesor Dr. Sabri Musa

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Theme Leader : Prof. Dr. Yvonne Lim Ai Lian & Dr. Yusrizam Sharifuddin
Advisor : Mr. Hoe Kah Soon
Facilitator : Dr. Donnie Adams Paramasivam

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<p>Members: Prof. Ir. Dr. Abdul Aziz Abdul Raman Datuk Distinguished Prof. Dr. Harith Ahmad Prof. Dr. Nazirah Hasnan Prof. Dr. Yahaya Ahmad Prof. Dr. Sr. Wan Nor Azriyati Wan Abdul Aziz Prof. Dr. Saad Mekhilef Prof. Dr. Ismail Yusoff Prof. Dr. Yatimah Alias Prof. Dr. Mohd Nasir Hashim Assoc. Prof. Dr. Jatswan Singh A/L Harnam Singh Assoc. Prof. Dr. Yap Hwa Jen Assoc. Prof. Dr. Amer Siddiq Bin Amer Nordin</p>	<p>Assoc. Prof. Dr. Aizura Syafinaz binti Ahmad Adlan Assoc. Prof. Zuraina Leily Awaluddin Assoc. Prof. Dr. Jacob John A/L Chiremel Chandy Dr. Amirrudin Kamsin Salwati Mohd Aris Asmila Harnete binti Mohamad Dalila Idris Rumiza Ahmad Rabiatus Adauyah Ishak Nur Afida Idris Che Mazni Sidek Nur Muhaimin Mahayuddin Md Khir Mohd Yunus Haril Muzammil Bin Awang Dr. Nazrin Bin Abd Aziz</p>	<p>Invited guests: Dato' Ir. Low Keng Kok Dato' Haji Naharudin Ali (Former CEO, UMHoldings) Encik Tay Kay Luan (Vice Chancellor, IUMW) Encik Peter Leow (BubbleDeck International)</p>

Task Force 1 (Revised Fee Structure)	Task Force 2 (Professional Services & Consultancy)	Task Force 3 (Continuous Professional Education)
<p>Leader: Datin Assoc. Prof. Dr. Izlin Ismail</p> <p>Members: Profesor Dr. Sr. Ts. Azlan Shah Ali Profesor Dr. Sharifah Mohamad Datin Assoc. Prof. Dr. Safiah @ Yusmah Binti Muhammad Yusoff Assoc. Prof. Dr. Farazila Yusof Dalila Md Idris Wan Farahana Wan Hamid Mohd Fairus Bin Abu Hanifah Mahadi Bin Sibon Nur Fatehah Raudhah Ariffin Muhammad Nasruddin Bin Rusu Mohd Zaki Bin Mohd Yaacob Adam Wong Bin Abdullah Mohd Julian Bin Borhanudin Mizra Hilmi Bin Abu Bakar Muhammad Izzat Izzuddin Bin Hamdan</p>	<p>Leader: Assoc. Prof. Dr. Yap Hwa Jen</p> <p>Members: Dr. Yusrizam Sharifuddin Assoc. Prof. Dr. Anna Azriati Che Azmi Dr. Azni Zarina Taha Dr. Mozard Bin Mohtar Dr. Bong Yii Bonn Hairul Anuar Bin Md Sahray Maznolita Binti Hamdan Ihsanulfitri Bin Zahedi</p>	<p>Leader: Dr. Noor Fadiya Mohd Noor</p> <p>Members: Prof. Dr. Edmund Terence Eric Boniface Gomez Assoc. Prof. Dr. Jatswan A/L Harnam Singh Assoc. Prof. Dr. Yusniza Kamarulzaman Assoc. Prof. Dr. Harikrishnan Ramiah Assoc. Prof. Dr. Chong Mei Chan Dr. Donnie Adams Paramasivam Dr. Amirrudin Bin Kamsin Siti Amiroh Binti Md Isa Samsol Kamal Bin Mohd Saad</p>

Theme 2 : Reimagine Education @ UM

Sponsor : Deputy Vice-Chancellor (Academic)
Theme Leader : Prof. Dr. Dr. Abrizah Abdullah & Prof. Dr. Yatimah Alias
Facilitators : Assoc. Prof. Dr. Adelina Asmawi, Dr. Sheena Kaur & Dr. Mohammad Firdaus Abdul Aziz

Action Lab 1 (Sharpening The Edge Of Graduate Talent)	Task Force 1 (Flexible Curriculum)	
<p>Leader: Prof. Dr. Abrizah Abdullah Prof. Dr. Yatimah Alias</p> <p>Members: Dr. Firdaus Abdul Aziz Dr. Sheena Kaur A/P Jaswant Singh Prof. Dato' Dr. Christopher Boey Prof. Dr. Yong Zulina Zubairi Assoc. Prof. Dr. Adelina Asmawi Assoc. Prof. Dr. Salinah Ja'afar Assoc. Prof. Dr. Zuraidah Abdullah Assoc. Prof. Dr. Ang Tan Fong Assoc. Prof. Dr. Ruzman Mohd Noor Assoc. Prof. Dr. Wendy Yee Mei Tien Assoc. Prof. Dr. Md Azalanshah Md Syed Assoc. Prof. Dr. Hanafi Hussin Assoc. Prof. Dr. Siti Hafizah Abd Hamid Assoc. Prof. Dr. Dorothy Dewitt</p>	<p>Leader: Assoc. Prof. Dr. Siti Hafizah Abdul Hamid</p> <p>Members: Assoc. Prof. Dr. Adelina Asmawi Assoc. Prof. Dr. Ang Tan Fong Dr. Shanina Sharatol Ahmad Shah Dr. Mahanim Hanid Dr. Muhammad Shamsinor Abdul Azzis Dr. Hema Subramaniam Dr. Zati Hakim Azizul Hasan Dr. Ummi Hani Abu Hassan Raja Sothi A/P Raja Sapai Marina Mansor Muhammad Haziq Azfar bin Ishak Norli Binti Abu Chek</p>	
Task Force 2 (Creative Learning & Innovative Teaching)	Task Force 3 (Internationalization & Global Education)	Task Force 4 (Career Booster Platform)
<p>Leader: Assoc. Prof. Dr. Dorothy DeWitt</p> <p>Members: Prof. Dr. Christina Tan Phoy Lay Assoc. Prof. Dr. Zuraidah Abdullah Assoc. Prof. Dr. Farrah Dina Binti Yusop Assoc. Prof. Dr. Leong Kwan Eu Assoc. Prof. Dr. Nur Azah Binti Hamzaid Assoc. Prof. Dr. Vinod Pallath Dr. Mohd Nashrul Bin Mohd Zubir Dr. Phan Chia Wei Dr. Mohd Shahril Nizam Bin Shaharom Dr. Luqman Lee Dr. Abdullah Al-Hadi Bin Ahmad Fuaad Dr. Khoo Ying Hooi Dr. Zahiruddin Fitri Bin Abu Hassan Dr. Sheena Kaur A/P Jaswant Singh</p>	<p>Leader: Assoc. Prof. Dr. Hanafi Bin Hussin</p> <p>Members: Prof. Dato' Dr. Christopher Boey Prof. Dr. Yong Zulina Zubairi Assoc. Prof. Dr. Safiah@Yusmah Muhammad Yusoff Dr. Patricia Nora Anak Riget Dr. Adibi Rahiman Md Nor Dr. Mohammad Firdaus Bin Abdul Aziz Ahmad Hilmi Mohamad Noor Ho Yong Kang Collins Chong Yew Keat Vigneshree King Mahadi Sibon Choong Chai Kun Muhammad Irsyad bin Zaini Mohammed Raseen</p>	<p>Leader: Assoc. Prof. Dr. Wendy Yee Mei Tien</p> <p>Members: Assoc. Prof. Dr. Maizatul Akmar Ismail Assoc. Prof. Dr. Vishalache A/P Balakrishnan Assoc. Prof. Dr. Ruzman Mohd Noor Assoc. Prof. Dr. Amer Siddiq Bin Amer Nordin Dr. Mohammad Firdaus Bin Abdul Aziz Dr. Serrene Leong Dr. Ponmalar Alagappan Dr. Kenny Cheah Soon Lee Dr. Iskandar Abdullah Dr. Azlin Zaiti Zainal Dr. Patricia Nora Anak Riget Dr. Bong Yii Bonn Zanaria Saupi Udin Leong Huey Yng Nazurailin Abdullah Aznur Hafeez Kaswur Muhammad Haziq Azfar Ishak</p>

Theme 3 : Excel in Research

Sponsor : Deputy Vice-Chancellor (Research & Innovation)

Theme Leader : Prof. Dr. Shaliza Ibrahim

Facilitators : Dr. Tan Hsiao Wei, Prof. Dr. Saiful Anuar Karsani & Mohd. Fadzil Jamaludin

Action Lab 1 (Research Ecosystem)	Action Lab 2 (Innovation Investment)	Action Lab 3 (Innovation Ecosystem)
<p>Leader: Prof. Dr. A.S. Md. Abdul Haseeb</p> <p>Members: Assoc. Prof. Dr. Hanafi Bin Hussin Assoc. Prof. Dr. Firdaus Hariri Assoc. Prof. Dr. Dr Goh Hong Ching Dr. Noraishah Mydin bt Haji Abdul Aziz</p>	<p>Leader: Prof. Dr. Sithi Muniandy</p> <p>Members: Prof. Ir. Dr. Nasrudin Abd. Rahim Assoc. Prof. Dr. Andri Andriyana Dr. Chai Lay Ching Dr. Chen Chee Dhang</p>	<p>Leader: Assoc. Prof. Dr. Ivy Chung</p> <p>Members: Prof. Dr. Rofina Yasmin Othman Datin Assoc.. Prof. Dr. Izlin Ismail Dr. Ainee Adam Dr. Bong Yi Bonn Dr. Nurzatil Shaleeza</p>

Task Force 1 (Upholding UM Brand)	Task Force 2 (Facilitating Engagement with Stakeholders)	Task Force 3 (Longer Appointments of Research Project Staff)
<p>Leader: Assoc. Prof. Dr. Nahrizul Adib Kadri</p> <p>Members: Nur Bahiyah Sujana Aliaa Diyana Azizuddin Muhamad Firdaus Zainalabidin Muhamad Khairul Anuar Bin Senin Mohd Julian Borhanudin Danesh Raj Nagarajan</p>	<p>Leader: Prof. Dr. Siti Nursheena Mohd Zain</p> <p>Members: Assoc. Prof. Dr. Siti Aisah Hj Alias Assoc. Prof. Dr. Goh Hong Ching Saidatul Azura Radzi Dr. Lee Ching Shya Salwati Mohd Aris Dr. Bong Yii Bonn Assoc. Prof. Dr. Yap Hwa Jen Dr. Faizah Nazri Abd Rahman Salifah Hasanah Ahmad Bedawi</p>	<p>Leader: Dr. Syed Bahari Ramadan Syed Adnan</p> <p>Members: Amer Faezzudden Ahmad Fazal Fathiyah Binti Abd Malik Nuratiqah Binti Mohamad Norpi</p>

Task Force 4 (Full Economic Costing)
<p>Leader: Maizatulshida Md Daham</p> <p>Members: Nurul Husna Abd Rahman Muhammad Faris Bin Ali Dr. Raja Ariffin Raja Ghazilla Assoc. Prof. Dr. Hairul Anuar Tajuddin Che Mazni binti Sidek Nor Hafizah Abdullah Masrinah Masran Ahmad Faris bin Mohd Yajid</p>

Theme 4: Adopt Digital Enabled Lean Management Processes

Sponsor : Registrar

Theme Leader : Assoc. Prof. Dr. Surinderpal Kaur A/P Chanan Singh.

Facilitators : Prof. Dr. Nor Aishah Hamzah, Dr. Tan Ta Sheng & Dr. Muhammad Imran Mustafa

Action Lab 1 (Academic Services And Processes)	Action Lab 3 (Quality Assurance Processes PTO1)
<p>Leader: Assoc. Prof. Dr. Yusniza Kamarulzaman</p> <p>Members: Prof. Dr. Nor Aishah Hamzah Assoc. Prof. Dr. Rafidah Md Noor Prof. Dr. Siti Rohana Majid Prof. Ir. Dr. Rozita Yusoff Dr. Nurliana binti Kamaruddin Assoc. Prof. Dr. Maizatul Akmar Ismail Assoc. Prof. Dr. Nor Badrul Anuar Dr. Nadhratul Wardah Hj Salman Salmi Marsita Shaari Nor Azian binti Abdul Bari Wan Nooraini Ab Hamid Mardiansha Kalimuddin Marina Mansor Rafidah Roslan Norazwani Yusop</p>	<p>Leader: Dr. Roshidah Hassan - Lead</p> <p>Members: Prof. Dr. Kiran Kaur A/P Gurmit Singh Assoc. Prof. Dr. Hairul Anuar Bin Tajuddin Assoc. Prof. Dr. Kuppusamy Singaravelloo Dr. Nor Liyana Mohd Shuib Dr. Diana binti Abdul Wahab Dr. Nurulhuda Mohd Satar Dr. Mohd Yazed Ahmad Dr. Lau Su Kia Ar. Sharifah Noor Nazim Syed Yahya Siti Aisah Yusoff Nurul Asnida Abu Bakar Omar Abdul Rahim Mohd Rohaizad Bin Adenan</p>

Task Force 1 (Student Services)	Task Force 2 (Frontliner Training)	Task Force 3 (Staff Off-boarding)
<p>Leader: Assoc. Prof Dr Surinderpal Kaur</p> <p>Members: Vigneshree King Mohd Firdaus Bin Mahzan Ho Yong Kang Kamarul Fairuz Hassim Salmi Marshita Shaari Hanizah Badasary</p>	<p>Leader: Prof. Dr. Wan Haliza binti Abd Majid</p> <p>Members: Prof Nor Aishah Hamzah Dr Muhammad Imran Mustafa Assoc. Prof. Dr. Mohd Fakhru Zamani Abdul Kadir Dr. Ang Pei Soo Dr. Ir. Khairunnisa Hasikin Dr. Zuraidah Mohamed Farril Daniel bin Zainal Shahzatul Ermiza Johol Nur Farhana binti Abdullah Mohd Anies Sazali</p>	<p>Leader: Assoc. Prof. Dr Surinderpal Kaur</p> <p>Members: Prof. Dr Jariah Binti Mohd Jan Assoc. Prof. Dr Rafidah Binti Aga Mohd Jaladin Pn. Sarinah Binti Sallip Pn. Salwati Binti Mohd Aris Pn. Nor Hafizah Binti Abdullah Pn. Nor Aishah Binti Samah En. Johan Bin Isha En. Zainul Abidin Bin Hassan Pn. Sharivini Lekha A/P Youva Raj Cik Farawahida Binti Ismail Pn. Ezatulshima Binti Mohamed Ariff En. Mohd Alias Bin Omar Pn. Rosmawati Binti Abd Rahman Pn. Elli Yanti Binti Khalid</p>
Taskforce 4 (Alumni and student Affinity)	Taskforce 5 (Communication)	
	<p>Leader: En. Mohd Khairi Md Jaafar</p> <p>Members: Assoc. Prof Dr Surinderpal Kaur Pn. Judy Choong Chai Kun Pn. Rabiatal Adawiyah Salleh Dr Chau Meng Huat Dr Noor Aqsa Nabila Pn Nor Aafina binti Mohd Zamil Pn Eleena Hasbullah</p>	

Theme 5: Transform Culture, Embrace Change & Nurture Talent

Sponsor : Registrar

Theme Leader : Professor Dr Stefanie Shamila Pillai

Facilitators : Dr. Sharifah Ayesah Syed Mohd Noori, Dr. Azmawaty Mohamad Nor, Ir. Dr. Nasrul Anuar Abd Razak & Jasni Jamaludin

Action Lab 1 (Culture: Building Team UM (Mentorship))	Action Lab 2 (Governance: Transformational Leadership Skill)	Task Force 2 (Talent: Top Talent (Recruitment, Retention & Staff Development))
<p>Leader: Prof. Dr. Thong Meow Keong</p> <p>Members: Assoc. Prof. Dr. Amira Sariyati Firdaus Assoc. Prof. Ir. Dr. R. Ching Yern Chee Assoc. Prof. Dr. Mohd Awang Idris Assoc. Prof. Dr. Raja Rizal Azman Raja Aman Dr. Azni Zarina Binti Taha Dr. Azmawaty Mohamad Nor Aznijar Bin Ahmad Yazid Mohd Khairi Md Jaafar Haryana Rozana binti Abdul Rahim</p>	<p>Leader: Prof Ir. Dr. Kaharudin bin Dimiyati</p> <p>Members: Prof. Dr. Beh Loo See Prof. Dr. Edmund Terence Gomez Dr. Nasrul Anuar Abd Razak Jasni Jamaludin Noraïen Abu Samah</p>	<p>Leader: Prof. Jennifer Ann Harikrishna</p> <p>Members: Assoc. Prof. Dr. Andri Andriyana Assoc. Prof. Dr. Vinod Pallath Dr. Patricia Nora Anak Riget Dr. Roslina binti Ismail Normuhaini Ab. Roni Norazura Binti Hassim Dr. Sharifah Ayesah Binti Syed Mohd Noori</p>

Theme 6 : Enhance Learning & Work Environment

Sponsor : Deputy Vice-Chancellor (Development)

Theme Leader : Prof. Dr. Yahaya bin Ahmad

Facilitators : Assoc. Prof. Dr. Nazia Abd Majid & Dr. Jillian Oii Lean Sim

<p>Action Lab 1 (UM Green Campus)</p> <p>Leader: Dr Muhammad Azzam Ismail</p> <p>Members: Dr Mastura Adam Ar. Sharifah Noor Nazim Syed Yahya Assoc. Prof. Dr. Zeeda Fatimah Binti Mohamad Prof. Dr. Norhaslina Binti Hassan Assoc. Prof. Dr. Lim Boon Hooi Assoc. Prof. Dr. Sr Yasmin Binti Mohd Adnan Prof. Dr. Sumiani Binti Yusoff</p>	<p>Action Lab 2 (Sharing Space & Facilities)</p> <p>Leader: Assoc. Prof. Dr. Nazli Che Din</p> <p>Members: Dr Khasiah Zakaria Rosli Bin Omar Rose Ann Abd Rahim Dr Iskandar Abdullah Amer Faezzudden Ahmad Fazal Wan Muhammad Zuhir Bin Ghazali</p>	<p>Action Lab 3 (Safety & Security)</p> <p>Leader: Assoc. Prof. Dr. Hazlee Azil Illias</p> <p>Members: Dr. Mohd Zamri Bin Hussin ACP Muhammad Hanif Othman Assoc. Prof. Dr. Nor Badrul Anuar Juma'at Patrick Lee Kok Yuen Farid Wajdi Akashah</p>
<p>Action Lab 4 (Digital Learning Platform)</p> <p>Leader: Assoc. Prof. Dr. Nor Badrul Anuar Juma'at</p> <p>Members: Asiah Binti Abu Samah Dr. Lee Yew Kong Assoc. Prof. Dr. Dr Lim Kian Ping</p>	<p>Task Force 1 (New Student Housings)</p> <p>Leader: Assoc. Prof. Ar. Zuraina Leily Awaluddin</p> <p>Members: Ir. Hashbullishman Bin Hashim Dr Norafida Ab Ghafar Assoc. Prof. Dr. Rosli Said Ar. Sharifah Noor Nazim Syed Yahya Dr Sr Kho Mei Yei En. Rozaini Abdul Rahim</p>	<p>Task Force 2 (Centralised Housing Management Unit)</p> <p>Leader: Mohd. Nasruddin Kachi Maiden</p> <p>Members: Dr. Khairunnisa Hasikin Mohd Hairolnezam Khamis Mohd Shahrin Mohd Baroyl Assoc. Prof. Dr. Nahrizul Adib Kadri Disshant Rao</p>
<p>Task Force 3 (Upgrading Premier Accommodation)</p> <p>Leader: Assoc. Prof. Ar. Zuraina Leily Awaludin</p> <p>Members: Ir. Hashbullishman Bin Hashim Dr Norafida Ab Ghafar Assoc. Prof. Dr. Dr Rosli Said Ar. Sharifah Noor Nazim Syed Yahya Dr Sr Kho Mei Yei En. Rozaini Abdul Rahim</p>	<p>Task Force 4 (UM Green Programmes)</p> <p>Leader: Assoc. Prof. Dr. Zeeda Fatimah Binti Mohamad</p> <p>Members: Prof. Dr. Sumiani Binti Yusoff Assoc. Prof. Dr. Amer Siddiq Amer Nordin Assoc. Prof. Dr. Nahrizul Adib Kadri Assoc. Prof. Dr. Thirunaukarasu A/L Subramaniam Assoc. Prof. Dr. Sr Yasmin Binti Mohd Adnan</p>	



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