STRATEGIC Plan
2021 - 2025
Inclusive • Global • Sustainable
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As we stride forward into the 21st Century, it is an opportune time for us to consolidate our strengths and identify opportunities for further development, so as to steer Universiti Malaysia Sarawak (UNIMAS) to the next level of excellence.

It is our great pleasure to present UNIMAS Strategic Plan 2021-2025, which outlines the university’s values and goals we have identified to help UNIMAS realise its full potential and to inspire greatness in our stakeholders.

This strategy demonstrates our commitment to achieving transformation and excellence through our core functions of creation, dissemination and exchange of knowledge, as well as through our engagement with stakeholders and communities.

Our Strategic Plan 2021-2025 represents the collective inputs from the entire community of UNIMAS. They have expressed their views on the key developments both within the university and beyond, thus helping to define the future of our university. This input has been crucial, as we and our stakeholders are all responsible for shaping the future of the university.

We hope that this plan will be a source of inspiration for the entire university community. With a joint effort, we will be able to contribute to a better future. We intend to aim high, leap boundaries and be bold in our endeavours. We seek to bring together the best minds and talents to work together in UNIMAS and to go out into the world to improve the community.

The goals we aspire to accomplish will in time translate into milestones of which we can be proud of.

Tan Sri Datuk Seri Panglima Sulong Bin Matjeraie
Chairman
Universiti Malaysia Sarawak has been progressing and developing steadily and consistently for nearly three decades, leaving indelible impacts on our stakeholders. Over the years, the community at large has benefited tremendously from the establishment of UNIMAS, right in the heart of Borneo.

However, the dynamic of the higher education landscape and new challenges ahead require UNIMAS to adapt not only to remain relevant but also to rise to the occasion of fulfilling its role in spearheading inclusive and sustainable transformations at the regional and global stages.

UNIMAS Strategic Plan 2021-2025 has been documented following a series of extensive engagements and consultations with the management, staff, students and stakeholders of the university. The Strategic Plan 2021-2025 is an ambitious articulation of our vision for UNIMAS to be a leading global university and to strengthen our position nationally, with strong foci on a sustainable future.

The Strategic Plan is founded with the purpose of creating an environment in which highly talented people can thrive. After all, it is the students, staff, alumni and stakeholders of UNIMAS who make this university a great institution. In a large organisation where significant decision-making is devolved to staff at various levels, it is important that the planning and reviewing processes take into account the limited resources while at the same time optimises the effort to realise the University’s strategic objectives.

The Strategic Plan will continue to be the key document in our cycle of planning, delivery and accountability, providing focus for the University over the next five years. The commitment and initiatives contained within the Strategic Plan will form the basis for annual planning and resources allocation as faculties, institutes and divisions consider their optimal use of resources to maximise progress towards higher performance and international standing sought by the university.

To achieve this strategic plan, we must respond to changes and devote our time and energy to activities which will bring the university to a greater height. I look forward to your ongoing support as we continue the great effort to establish UNIMAS as a leading university, in Malaysia and beyond.

Prof. Datuk Dr Mohamad Kadim Suaidi
Vice Chancellor
OUR VISION
A Leading Global University for a Sustainable Future

OUR MISSION
To enhance the social and economic impacts on the global community through the pursuit of excellence in teaching, research, and strategic engagement
Our Values

Integrity
We uphold accountability and fully commit to exceptional work ethic.

Tenacity
We do not give in to hardships. We practice persistence and resilience in managing and solving challenges.

Equity
We embrace differences and work towards a safe environment that values, respects, and offers fair opportunities to everyone in our community.

Exemplary
We continuously strive to become role models to others through outstanding conducts in both professional and personal contexts.

Collegiality
We value unity. We collaborate and cooperate towards achieving collective goals for the betterment of the University.
Our
Region

Borneo, the third largest island in the world, forms the heart of the Malay Archipelago. Its rich, flourishing biodiversity means that it is a pivotal location for scientific explorations. Borneo was the centre of the discovery published in the Sarawak Law paper by the renowned naturalist Alfred Russel Wallace. The paper would go on to shape the scientific world’s perception regarding the mechanisms of evolution.

Borneo’s cultural heritage is also amongst the richest in the world. As part of this extraordinary island, Sarawak hosts an incredible plethora of tangible and intangible cultural inheritance. Our ancient rainforests shelter thousands of endemic species, whilst our limestone caves have been designated as a UNESCO World Heritage Site.
In 2016, we launched the UNIMAS Strategic Plan with the theme “Sustainability for Diverse and Dispersed Communities”. In the five years that followed, we have achieved numerous accomplishments. From teaching and research to community commitments and engagements, our endeavours have been widely recognised. Over the years, UNIMAS has steadily engraved its name in the global arena as the region’s top university of choice.

We are proud to say that UNIMAS has been consistent in our pursuit of excellence.

Persediaan strategi menentukan kejayaan

Tun Dr Mahathir Mohamad
Strategic Plan 2021 - 2025

Work Process Undertaken

FRAMEWORK SEPTEMBER 2019

SESI TOWN HALL /PENGURUSAN FAKULTI/ 17 SEPTEMBER 2020    UNIMAS

SESI LIBATSAMA ULC, UNIC, USC    9 JUNE 2020      UNIMAS

SUMBANGSARAN MAJLIS DEKAN    17 NOVEMBER 2019   PENANG

KONVENSYEN HARI PENTADBIR 2019   16 AUGUST 2019    SRI AMAN

STRATEGIC FOCUS OWNER MEETINGS

/ALIGNMENT/ 3 AUGUST - 2 SEPTEMBER 2020 UNIMAS

PEMBENTANGAN KEPADA KETUA STRATEGIK FOKUS /SF OWNERS/ /PENGURUSAN TERTINGGI      30 JULY 2020       UNIMAS

PERBINCANGAN SUSULAN BENGKEL    15 JULY 2020       UNIMAS

PERBINCANGAN BERSAMA DEKAN FAKULTI          11 JUNE 2020      ZOOM MEETING

MESYUARAT BERSAMA KETUA STRATEGI FAKULTI          10 JUNE 2020      ZOOM MEETING

STRATEGIC INDICATOR SUMMARY  (SIS)

KPIs/INDICATORS

STAKEHOLDER REQUIREMENT

STRATEGIC INDICATOR FILTER (SIF)

STRATEGIC INDICATOR GOAL (SIG)

UNIMAS STRATEGIC PLAN 2021 - 2025

TOWN HALL SESSIONS

MEETINGS

WORKSHOPS

1. UNIMAS SP (2016 - 2020)
2. MEB 2015 - 2025
3. SETARA
4. MYMOHES
5. MYRA
6. QS AUR
7. QS WUR
8. QS STARS
9. THE IMPACT
10. THE WUR
11. THE AUR
12. THE YOUNG
13. UN-SDGs

BENGKEL PEMURNIAN PELAN STRATEGIK 2021 - 2025 UNIMAS     11 SEPTEMBER 2020   DAMAI BEACH RESORT

BENGKEL PELAN STRATEGIK 2021 - 2025 UNIMAS          3 SEPTEMBER 2020   PULLMAN KUCHING

BENGKEL PEMETAAN PELAN STRATEGIK 2021 - 2025 UNIMAS     29 JUNE 2020    UNIMAS

BENGKEL PENJAJARAN PELAN STRATEGIK 2016 - 2020 & 2021 - 2025 UNIMAS 14 MARCH 2020    RIVERSIDE MAJESTIC

TAKLIMAT KETUA STRATEGI FAKULTI   26 FEBRUARY 2020   UNIMAS

PRA/BENGKEL KETUA STRATEGI FAKULTI  6 MARCH 2020     UNIMAS

11. THE AUR
12. THE YOUNG
13. UN-SDGs

FRAMEWORK SEPTEMBER 2019
Strategic Plan 2021 - 2025

Work Process Undertaken

### Workshops

<table>
<thead>
<tr>
<th>Workshop</th>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>Bengkel Pemurnian Pelan Strategik 2021-2025</td>
<td>11-13 September 2020</td>
<td>Damai Beach Resort</td>
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<tr>
<td>Bengkel Pelan Strategik 2021-2025 Unimas</td>
<td>3-5 September 2020</td>
<td>Pullman Kuching</td>
</tr>
<tr>
<td>Bengkel Pemetaan Pelan Strategik 2021-2025 Unimas</td>
<td>29-30 June 2020</td>
<td>Unimas</td>
</tr>
<tr>
<td>PRA-Bengkel Ketua Strategi Fakulti</td>
<td>6 March 2020</td>
<td>Unimas</td>
</tr>
<tr>
<td>Takhlimat Ketua Strategi Fakulti</td>
<td>26 February 2020</td>
<td>Unimas</td>
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### Meetings

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>Strategic Focus Owner Meetings (SIG Alignment)</td>
<td>3 August - 2 September 2020</td>
<td>Unimas</td>
</tr>
<tr>
<td>Pembentangan Kepada Ketua Strategik Fokus (SF Owners) / Pengurusan Tertinggi</td>
<td>30 July 2020</td>
<td>Unimas</td>
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<tr>
<td>Perbincangan Susulan Bengkel</td>
<td>15 July 2020</td>
<td>Unimas</td>
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<tr>
<td>Perbincangan Bersama Dekan Fakulti</td>
<td>11 June 2020</td>
<td>Zoom Meeting</td>
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<tr>
<td>Mesyuarat Bersama Ketua Strategi Fakulti</td>
<td>10 June 2020</td>
<td>Zoom Meeting</td>
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</tbody>
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### Town Hall Sessions

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>Sesi Town Hall (Pengurusan Fakulti)</td>
<td>17 September 2020</td>
<td>Unimas</td>
</tr>
<tr>
<td>Sesi Libatsama ULC, UNIC, USC</td>
<td>9 June 2020</td>
<td>Unimas</td>
</tr>
<tr>
<td>Sumbangsar Masyarakat Dekan</td>
<td>17-21 November 2019</td>
<td>Penang</td>
</tr>
<tr>
<td>Konvensyen Hari Pentadbir 2019</td>
<td>16-18 August 2019</td>
<td>Sri Aman</td>
</tr>
</tbody>
</table>

1. UNIMAS SP (2016 - 2020)  
2. MEB 2015 - 2025  
3. SETARA  
4. MYMOHES  
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10. THE WUR  
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13. UN-SDGs
2019
7th Annual Vice Chancellor Address
themed “Nurturing Future Graduates:
Strengthening Teaching Excellence,
Enhancing Student Experience”
UNIMAS became the first university in
Malaysia to receive accreditation from
The Institute of Chartered Accountants
of Scotland (ICAS).

THE Awards Asia 2019
UNIMAS was the only university in
Malaysia and Southeast Asia to be
shortlisted in two categories:
• Outstanding Support for Students
• Technological Innovation of the
Year Award

Melisa Malini Raja Gopal from the
Faculty of Language and
Communication was selected for the
Fulbright Foreign Language Teaching
Assistant Program by the
Malaysian-American Commission on
Educational Exchange.

Dr Arnold Puyok from the Faculty of
Social Sciences and Humanities was
selected for the International Visitor
Leadership Program by the
government of United States.

Chrishen R Gomez, an alumni from the
Faculty of Resource Science and
Technology, was awarded the Merdeka
Award Grant for International
Attachment 2019 for his research titled
Development of Long-Term Genetics
Study of Sunda Clouded Leopard and
Sympatric Carnivores.

Renewable Energy-Off Grid Power
Award
UNIMAS won this category at the
National Energy Award (NEA) 2019 for
the micro hydro project in Kampung
Assum, Padawan.

2018
6th Annual Vice Chancellor Address
themed “Teguh Bersama”
The establishment of the Faculty of
Built Environment as UNIMAS’ 10th
faculty.

Times Higher Education
1001 in the World
801 in the World for Engineering &
Technology

QS Asian University Rankings
UNIMAS was ranked 236 and made it to
the Top 2% of 11,900 universities in Asia.

In the QS Star Rating, UNIMAS
successfully obtained a five-star rating
(5 Stars) in teaching, graduate
marketability, facilities, and
inclusiveness.

2017
5th Annual Vice Chancellor Address
themed “Merentasi dan Melangkau
25 tahun”

Celebration of UNIMAS 25th
Anniversary,
1st public university to use digital
identification for all students and
staff through QR Code.

Merdeka Award 2017
Professor Dr Balbir Singh received
the award under the Health, Science
and Technology Category for his
outstanding contribution to the
discovery of a new cause of human
malaria, Plasmodium knowlesi, a
parasite commonly found in
monkeys; a finding that changed the
understanding of malaria and how it
is treated in the country and around
the world.

ASEAN Leadership Award on
Rural Development and Poverty
Eradication 2017
The eBario project received the
award during the 10th ASEAN
Ministers Meeting on Rural
Development and Poverty
Eradication.

The ASEAN Best Practice for
Renewable Energy Award
The Micro Hydro system project in
Kampung Pa’ Ramapoh which
involved holistic research with several
faculties won The ASEAN Best
Practice for Renewable Energy
Award 2017 in Manila, Philippines.

2016
4th Annual Vice Chancellor Address
themed “Komitmen Bersama Ke Arah
Kecemerlangan”

Launching of UNIMAS 2016-2020
Strategic Plan themed “Sustainability
For Diversed & Dispersed
Communities.”

Rebranding and upgrading of the
Centre for Language Studies to the
Faculty of Language and
Communication as UNIMAS 9th faculty.

World Top 8 Young Health Innovators
UNIMAS graduate, Dr Dhesi Baha Raja,
received the recognition from Harvard
University for his success in producing
AIME (Artificial Intelligence in Medical
Epidemiology), an algorithm that can
predict dengue outbreaks. AIME was
used in Rio during the 2016 Olympics
to identify areas of Zika virus breeding
hotspots.

2015
3rd Annual Vice Chancellor Address
themed “Kerjasama dan Kelulusan
25 tahun”

Launch of the Recreation Management
Centre, UNIMAS 9th centre.

The completion of the Faculty of
Computer Science as UNIMAS’ 10th
Faculty.

US-ASEAN Award 2015
The AIME (Artificial Intelligence in Medical
Epidemiology) was presented as the
Best Invention in the Healthcare
Category at the US-ASEAN
Economic Summit 2015.

UNIMAS ranked 256 in the World
1001 in the World for Engineering &
Technology

QS Asian University Rankings
UNIMAS was ranked 224 and made it to
the Top 2% of 12,000 universities in Asia.

In the QS Star Rating, UNIMAS
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2019

7th Annual Vice Chancellor Address themed “Nurturing Future Graduates: Strengthening Teaching Excellence, Enhancing Student Experience”

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Renewable Energy-Off Grid Power Award
UNIMAS won this category at the National Energy Award (NEA) 2019 for the micro hydro project in Kampung Assum, Padawan.

2020


UNIMAS Teaching Hospital groundbreaking ceremony

Merging of Bunga Raya College and Kolej Tun Ahmad Zaidi to be Kolej Tun Ahmad Zaidi

Times Higher Education
501 in the World for Business & Economy

THE (Times Higher Education) Impact Rankings
201 in the World

THE Awards Asia 2020
UNIMAS was the only university in Malaysia and Southeast Asia to be shortlisted in three categories:
- International Strategy of the Year
- Excellence and Innovation of the Arts
- Workplace of the Year

THE Asian University Rankings
801 in the World

THE World Young University Rankings
351 in the World

Our Accomplishments
Our Strategic Concerns

As part of our strategic plan development, we engaged our campus community and stakeholders to identify our strengths and constraints as well as the challenges that we should focus on. This initiative started in September 2019.

As part of the process, we examined 13 international and national documents pertaining to higher education, comprising 376 key performance indicators. We also explored the UNIMAS context to identify current and emerging concerns. To ensure that our strategic planning is a multi-party discourse, we conducted four townhalls, six workshops, and three meetings, engaging with thousands of people from all levels of the university community.
We sifted through the findings to pinpoint concerns that can be addressed and realigned these with our current planning. From these, the following concerns emerged:
Our Aspirations
Future-Ready Graduates
Strategic Focus 1

Education is a continuous process, with a beginning but without an end

Tun Abdul Rahman Ya’kub
Desired state
We look forward to seeing competent future graduates who are ready to command the future. We want our graduates to be able to create, apply, and connect knowledge in order to contribute effectively to the community. In addition, they should be able to provide solutions, overcome complex problems, and manœuvre challenges during uncertain and fluid situations. Equally important is ensuring that our education is inclusive, that every individual has the rights to get the best education.

Why it matters
Universities need to minimise the mismatch between their supply of graduates and employers’ requirements. It is thus imperative for UNIMAS to equip our graduates with the skills to navigate uncertainties and to move from being job seekers to job creators.

<table>
<thead>
<tr>
<th>Strategic Commitment (SC)</th>
<th>Strategic Initiative (SI)</th>
<th>Key Performance Indicator (KP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SC 1</td>
<td>SI 1</td>
<td>KP 1 Number of academic programmes implementing future ready curriculum</td>
</tr>
<tr>
<td></td>
<td>SI 2</td>
<td>KP 2 Number of students completing APEL C and APEL A assessment processes</td>
</tr>
<tr>
<td></td>
<td>SI 3</td>
<td>KP 3 Number of students involved in commercial programmes</td>
</tr>
<tr>
<td></td>
<td>SI 4</td>
<td>KP 4 Number of academic programmes ready for open distance learning</td>
</tr>
<tr>
<td>SC 2</td>
<td>SI 5</td>
<td>KP 5 Number of MOOCs for micro credentials and/or credit transfer with industry</td>
</tr>
<tr>
<td></td>
<td>SI 6</td>
<td>KP 6 Number of academic programmes implementing quality assurance</td>
</tr>
<tr>
<td></td>
<td>SI 7</td>
<td>KP 7 Percentage of Graduate-on-Time based on Intake (iGOT) for Bachelor programmes</td>
</tr>
<tr>
<td></td>
<td>SI 8</td>
<td>KP 8 Percentage of Bachelor Graduates being employed based on tracer study</td>
</tr>
<tr>
<td>SC 3</td>
<td>SI 9</td>
<td>KP 9 Percentage of student satisfaction based on the Student Satisfaction Index (teaching, facilities, and support services)</td>
</tr>
<tr>
<td></td>
<td>SI 10</td>
<td>KP 10 Number of volunteer participants</td>
</tr>
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<td></td>
<td>SI 11</td>
<td>KP 11 Percentage of compliance to community opinion and impact</td>
</tr>
<tr>
<td></td>
<td>SI 12</td>
<td>KP 12 Number of students involved in entrepreneur programmes</td>
</tr>
</tbody>
</table>
Our Aspirations

Research Excellence
Strategic Focus 2

We intend to create impactful research that is appropriate, accessible, and affordable to the communities that we serve

Prof. Datuk Dr. Mohammad Kadim Suaidi
**Desired state**
To create impactful translational research that benefits the community at large through the engagement, strengthening, and intensification of research enculturation among our academics.

**Why it matters**
Research plays a vital role in transforming and revolutionising nations and societies. In UNIMAS, excellence in research ecosystem means to be innovative and to actively produce impactful and applicable research outputs that create values to industries and societies globally. The impact of research output is enhanced through multidisciplinary collaborative efforts among researchers. Wealth-generating commercialised research products will provide benefits to the community, government, industry, and academia.

<table>
<thead>
<tr>
<th>Strategic Commitment (SC)</th>
<th>Strategic Initiative (SI)</th>
<th>Proposed KPI (KP)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SC 1</strong> Strengthen and Intensify Research Enculturation</td>
<td><strong>SI 1</strong> Increase number of principal investigators through research capacity building/programmes in providing grants to non-PIs</td>
<td><strong>KP 1</strong> Number of Principal Investigator</td>
</tr>
<tr>
<td></td>
<td><strong>SI 2</strong> Elevate research by securing industry, international, and national grants</td>
<td><strong>KP 2</strong> Amount of grant through KPT/International/Industry</td>
</tr>
<tr>
<td><strong>SC 2</strong> Enhance Research Impact</td>
<td><strong>SI 3</strong> Create translational research to impact society &amp; enterprise</td>
<td><strong>KP 3</strong> Number of publication in WOS/ISI</td>
</tr>
<tr>
<td></td>
<td><strong>SI 4</strong> Enhance citations in indexed journals, publications and books</td>
<td><strong>KP 4</strong> Number of publication in SCOPUS/ERA</td>
</tr>
<tr>
<td></td>
<td><strong>SI 5</strong> Focus on industry-driven and community-driven research impact activities</td>
<td><strong>KP 5</strong> Number of citation per staff</td>
</tr>
<tr>
<td></td>
<td><strong>SI 6</strong> Enhancing publication in indexed journals and books</td>
<td><strong>KP 6</strong> Research reach outside the academic context</td>
</tr>
<tr>
<td></td>
<td><strong>SI 7</strong> Increase number of postgraduate</td>
<td><strong>KP 7</strong> Number of books</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>KP 8</strong> Number of chapter in books</td>
</tr>
<tr>
<td><strong>SC 3</strong> Wealth Creation Through Commercialisation</td>
<td><strong>SI 8</strong> Leverage UNIMAS niche areas towards sustainable development goals</td>
<td><strong>KP 9</strong> Number of research postgraduate enrolment</td>
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<tr>
<td></td>
<td></td>
<td><strong>KP 10</strong> Number of licensing and commercialisation of research product/service</td>
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<tr>
<td></td>
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<td><strong>KP 11</strong> Amount from consultancies</td>
</tr>
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</table>
Our Aspirations

Talent Excellence

Strategic Focus 3

Leadership is from the heart

Datuk Patinggi Tan Sri (Dr) Alfred Jabu ak Numpang
Desired state
To provide sufficient, multi-skilled talent pool for the University's succession plan and for future leadership strategies. We aim to produce highly-competent workforce who are needed for the University to excel.

Why it matters
UNIMAS is born to adapt to changes. Our tagline - contemporary and forward looking - means that we cannot afford to be stagnant. In managing talents, we need not be constrained by conventional bureaucracy and traditions; instead, we should be strategically responsive to the ever-changing contexts. UNIMAS has long been a microcosm of our setting. As a university that is based in Sarawak, we naturally reflect the harmonious unity, inclusivity, and broad-mindedness that Sarawak is known for. These values, already robustly sown in our community, are the assets that we will continuously nurture in our future leaders.

<table>
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</tr>
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<tbody>
<tr>
<td>SC 1 Recruit, Hire, and Upgrade New and Existing Staff</td>
<td>SI 1 Recruit talent with expertise and experience</td>
<td>KP 1 Percentage of lecturers with PhD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KP 2 Number of staff with professional qualification</td>
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<tr>
<td></td>
<td></td>
<td>KP 3 Number of staff with industry experience</td>
</tr>
<tr>
<td>SC 2 Provide Career Advancement Opportunities</td>
<td>SI 2 Diversify career pathways for staff</td>
<td>KP 4 Number of professional appointments in various agencies</td>
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<td></td>
<td></td>
<td>KP 5 Number of P&amp;P appointed as Head of Non-Academic PTj</td>
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<td></td>
<td></td>
<td>KP 6 Percentage of non-academic staff with professional recognition/certification</td>
</tr>
<tr>
<td>SC 3 Strengthen Capabilities of Existing Talent</td>
<td>SI 3 Strengthen capabilities through impactful talent development programmes</td>
<td>KP 7 Number of talent development programmes</td>
</tr>
<tr>
<td></td>
<td>SI 4 Integrate effective talent development programmes</td>
<td>KP 8 Percentage of staff enrolled in talent development programmes</td>
</tr>
<tr>
<td></td>
<td>SI 5 Increase the use of talent profiling tool</td>
<td>KP 9 Percentage of staff involvement and usage of talent development programmes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KP 10 Percentage of utilisation of talent development programmes and feedback</td>
</tr>
</tbody>
</table>
Global Prominence
Strategic Focus 4

Universities could become agents in helping foster global integration, mutual understanding, and world peace

Tun Pehin Sri Haji Abdul Taib Mahmud
Desired state
Moving forward, UNIMAS needs to review our current strategies and initiatives for the University’s positioning on our global appeal. We should be the force behind collaborations that optimise the rich culture and biodiversity of Borneo. We aim for a concerted effort to strengthen our visibility and competitiveness within the region and beyond.

Why it matters
International collaboration is critical to a University’s growth. The presence of international staff and students can drive UNIMAS to foster and maintain a strong culture of inclusivity and excellence. It also attracts crucial changes that benefit both our academic and social settings and signify the importance of our role as an exemplary university.

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<thead>
<tr>
<th>Strategic Commitment (SC)</th>
<th>Strategic Initiative (SI)</th>
<th>Key Performance Indicator (KP)</th>
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<tbody>
<tr>
<td>SC 1</td>
<td>SI 1</td>
<td>KP 1  Increase the number of sustainability-based campus activities, promotions, and policies</td>
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<tr>
<td>SC 2 Strengthen Global Branding</td>
<td>SI 2</td>
<td>KP 2  Number of MoU with international partners and activities under the MoU</td>
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<td>KP 3  Number of MoA with local/international partners and industry</td>
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<td>KP 4  Elevated responses of social media engagement</td>
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<td>KP 5  Number of edutourism programmes</td>
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<td>KP 6  Number of active living labs and/or industrial labs</td>
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<td>SC 3 Enhance International Academic Capacity</td>
<td>SI 3</td>
<td>KP 7  Number of inbound and outbound mobility students</td>
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<td>KP 8  Number of international full-time students</td>
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<td>KP 9  Number of joint academic activities with international universities</td>
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<td>KP 10 Expand the number of global learning facilities through the establishment of International Learning Centres</td>
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<td>KP 11 Expand the concept and image of global classroom through increased numbers of promotion and related activities</td>
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<td>KP 12 Improve international students learning and living satisfaction</td>
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Our Aspirations

Financial Sustainability
Strategic Focus 5

We have to be creative; we have to develop a new mechanism and even explore unchartered waters if necessary to achieve our financial development goals.

Datuk Patinggi (Dr) Abang Haji Abdul Rahman Zohari Bin Tun Datuk Abang Haji Openg
**Desired state**
Financial viability to continue to achieve the operating procedures of the University and to fulfil its mission through prudent, innovative, effective communication, and fit-for-purpose operations. There is a need to increase the University’s internally-generated income or funds without compromising the future of our sustainability.

**Why it matters**
In the current economic scenario, we need to navigate cost cuts while avoiding reductions to the quality and value of services delivered. Financial sustainability of universities is crucial for Malaysia’s future knowledge-based society. This takes into account elements such as socioeconomic importance, expenditure of a rising higher education institution, and the skills to diversify sources of funding. It is crucial to ensure that the University community are able to obtain affordable and accessible finance.

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<th>Key Performance Indicator (KP)</th>
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<tbody>
<tr>
<td><strong>SC 1</strong> Diversify University Revenues</td>
<td>SI 1 Enhance commercial programmes, smart partnerships, and capital ventures</td>
<td>KP 1 Revenue distribution from commercial programmes and research contracts</td>
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<td>KP 2 Amount received from the university’s business arms</td>
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<tr>
<td><strong>SC 2</strong> Optimise and Increase Efficiency of Resources</td>
<td>SI 2 Elevate the University’s resource efficiency</td>
<td>KP 3 Revenue generated from asset monetisation</td>
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<td>SI 3 Leverage existing infrastructure to generate income</td>
<td>KP 4 Revenue generated from university facilities</td>
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<td><strong>KP 5</strong> Revenue generated from internal resources</td>
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<tr>
<td><strong>SC 3</strong> Endowment and Waqf Programmes</td>
<td>SI 4 Elevate endowment and waqf programmes</td>
<td>KP 6 Amount of endowment received</td>
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<td>KP 7 Amount of Waqf received</td>
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</table>
Commitments
Strategic Focus 1
1. Strengthen Curriculum Design and Delivery
2. Advance Academic Quality
3. Enhance Student Campus Life Experience

Commitments
Strategic Focus 2

Commitments
Strategic Focus 3
1. Recruit, Hire, and Upgrade New and Existing Staff
2. Provide Career Advancement Opportunities
3. Strengthen Capabilities of Existing Talent

Commitments
Strategic Focus 4
1. Strengthen Global Branding
2. Enhance International Academic Capacity
3. Enhance the University’s International Support Ecosystem

Commitments
Strategic Focus 5
1. Diversify University Revenues
2. Optimise and Increase Efficiency of Resources
3. Endowment and Waqf Programmes

UNIMAS
UNIVERSITI MALAYSIA SARAWAK

INCLUSIVE • GLOBAL
**Commitments**

**Strategic Focus 2**

1. Strengthen and Intensify Research Enculturation
2. Enhance Research Impact
3. Wealth Creation through Commercialisation

**Strategic Focus 3**

1. Recruit, Hire, and Upgrade New and Existing Staff
2. Provide Career Advancement Opportunities
3. Strengthen Capabilities of Existing Talent

**Strategic Focus 4**

1. Strengthen Global Branding
2. Enhance International Academic Capacity
3. Enhance the University’s International Support Ecosystem

**Strategic Focus 5**

1. Diversify University Revenues
2. Optimise and Increase Efficiency of Resources
3. Endowment and Waqf Programmes

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**Tips for Creating a Sustainable University**
Alignment Mapping

We align our strategic plan with both national and international agenda, namely the United Nations Sustainable Development Goals (SDGs), the Malaysian Education Blueprint (MEB), and Rancangan Malaysia Ke-12 (RMK12).

This ensures that our commitments can be benchmarked against standardised, recognised frameworks. Each commitment will be supported by its own cluster of strategic initiatives.
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