

# UCSI UNIVERSITY STRATEGIC PLAN 2016-2020
















Strengthening University Strategic Plan through The Concept of Rising Sun Framework, The Praxis University and The Higher Learning Enterprise



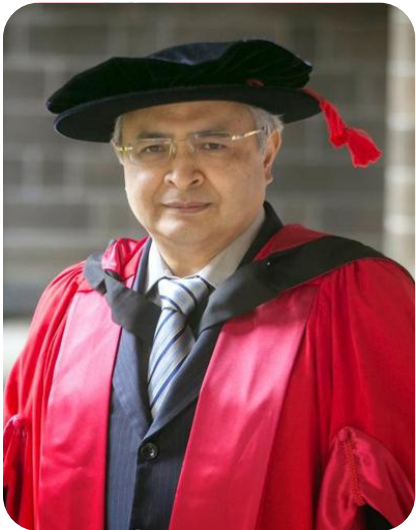
# Table of Contents

Writers	
Foreword by Vice Chancellor & President.....	<b>1</b>
Introduction .....	<b>2</b>
Executive Summary.....	<b>3</b>
Vision & Mission.....	<b>4</b>
University of the Future.....	<b>5</b>
The Praxis University Concept.....	<b>6</b>
Higher Leaning Enterprise (HLE) .....	<b>7</b>
The Concept, The Evolution, The Touch Points, The Attributes & Competencies and The Concluding Key Statements	
The Rising Sun Framework.....	<b>13</b>
Planning for Success.....	<b>17</b>
Through Talent & Opportunities	
Operational Model.....	<b>21</b>
3-Feet & 1000-Feet Implementation Programme	
The Implementation Model.....	<b>23</b>
University Key Result Area (UKRA)	

# Writers

	Senior Prof. Dato' Dr. Khalid Yusoff	
	Prof. Dr. Ooi Keng Boon	
	Prof. Dr. Pn'g Tean Hwa	
	Prof. Dato' Dr. Ahmad Ibrahim	
	Assoc. Prof. Dr. Yeong Siew Wei	
	Lin Kok Keong	
	Leong Sat Sing	
	Fazly Noordin	

# Foreword by Vice-Chancellor & President



UCSI University has chalked impressive progress since it first started as a Canadian Computer Centre in 1986. The past 2 to 3 years have witnessed a number of initiatives which further expedited the progress. These include the consolidation of its core programs, strategic expansion overseas and creative strengthening of its research and postgraduate studies through the enhancement of quality measures and venturing into new territories. The mission continues to be the unwavering commitment to push the university even higher and further.

The current global and local financial challenges offer UCSI University a new stimulus to refresh its commitments and expedite its work schedule. The new Higher Education Blue Print (though it does not specifically address the private institutions), the increasing number of students going for higher education, the continuing rise in the

deployment of technology such as the apps, the changing student demographics and attributes, the One ASEAN Community, the emphasis on student (and staff) mobility, the developments overseas (Indonesia, India subcontinent, China, Middle East, France, Ireland, Australia), funding restrictions/opportunities) and the launching of new educational networks (KUBs, Thailand's RUN, Australia's Group of Eight and REIU) all offer new insights and landscape for UCSI to exert its presence especially with its new campuses and its push for quality and excellence in higher education. The mission now is to be Malaysia's top private university by 2020.

Senior Professor Dato' Dr. Khalid Yusoff  
Vice-Chancellor & President  
UCSI University



# Introduction

UCSI University is now undoubtedly one of the leading private higher education institutions in Malaysia. After 30 years, the university is positioning itself to embark on another challenging journey to become one of the region's top private university. In view of intense competition that has shaped the private higher education landscape in the country and the region, it is imperative upon the UCSI University to embrace enlightened and doable strategies to successfully rise above the competition. It needs to formulate a realistic and a well thought-out strategic plan that will carry the university forward in the ever changing landscape of higher education in the country.



# Executive Summary

In developing the strategic plan, there is need to understand the many changes that are taking place in global higher education. Many studies have been reported on what future universities would look like. The plan will take cognizance of the many views and opinions expressed in the many forecasts made. A few possible scenarios have been proposed in the studies. These merit close scrutiny as inputs for the strategic plan. A rigorous analysis of the competition that will arise is also necessary. Notwithstanding, the ultimate objective of the plan is to design the necessary actions to be implemented which will ensure that UCSI University produces the highest level of student excellence which will be sought after by industry, society and the government. Its focus is on enhancing excellence in higher education.

**The strategic approach for the future growth of UCSI is to embark on a new model of university governance based on the University of the Future, The Concept of Rising Sun Framework, The Praxis University Concept and Higher Learning Enterprise (HLE).**



# Vision & Mission

## **Vision:**

To be an intellectually resilient Praxis University renowned for its leadership in academic pursuits and engagement with the industry and the community

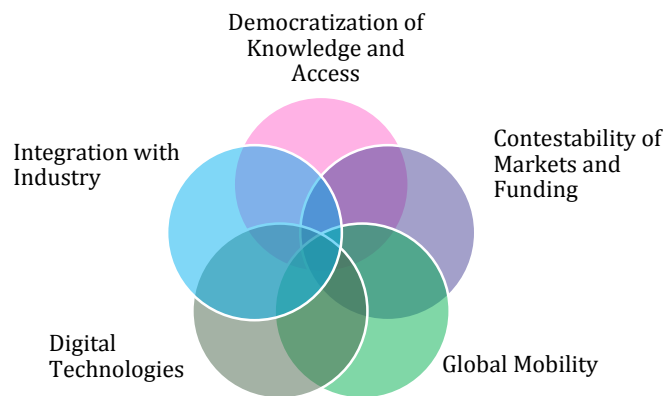


## **Mission:**

- To promote transformative education that empowers students from all walks of life to be successful individuals with integrity, professionalism and a desire to contribute to society
- To optimize relationships between industry and academia through the provision of education and unparalleled workplace exposure via praxis centers
- To spearhead innovation in teaching and learning excellence through unique delivery systems
- To foster a sustainable culture of research, value innovation and practice, in partnership with industries and society
- To operate ethically at the highest standards of efficiency, while instilling values of diversity and inclusiveness, to sustain the vision for future generations

# University of the Future

According to the Ernst & Young report on future universities, the higher education sector is undergoing a fundamental transformation in terms of its role in society, mode of operation, and economic structure and value. In their study of universities in Australia, their primary hypothesis is that the dominant university model of a broad-based teaching and research institution supported by a large asset base and a large, predominantly in-house back office – will prove nonviable in all but a few cases over the next 10-15 years. The drivers of change are summarized into five key trends:



## Democratization of Knowledge and Access

The massive increase in the availability of knowledge online and the mass expansion of access to university education in developed and developing markets means a fundamental change in the role of universities as originators of knowledge. Teaching methods have to change. We can't rely on delivering content anymore - it's all about contextualization, ways of thinking, and the student experience.



## Contestability of Markets and Funding

Competitions for students is reaching new levels of intensity, at the same time as governments globally face tight budgetary environment. Universities will need to compete for students and government funds as never before - we will come under increased pressure on government funding, whichever way you look at it.



## Global Mobility

Global mobility will grow for students, academics and university brands. This will not only intensify competition, but also create opportunities for much deeper global partnerships and broader access to student and academic talent - there will be 15-20 independent global brands, the rest will be playing for the silver medal.



## Digital Technologies

Digital technologies have transformed media, retail, entertainment and many other industries - higher education is next. Campuses will remain, but digital technologies will transform the way education is delivered and accessed, and the way value is created by higher education providers, public and private alike - our major competitor in ten years' time will be Google.



## Integration with Industry

Universities will need to build deeper relationships with industry in the decade ahead- to differentiate teaching and learning programs, support the funding and application of research, and reinforce the role of universities as drivers of innovation and growth - the big game will be co-investment with the private sector.



# The Praxis University Concept

UCSI University has chosen the *Praxis* model of higher education to differentiate itself from the other providers in the country. It basically endeavors to improve what exists and to create what doesn't. Far more than run-of-the-mill internship programs – regardless of duration – the *Praxis* model seamlessly blends both workplace and classroom in ingenious fashion that sees their students being trained in-house.





# Higher Learning Enterprise (HLE)

# Higher Learning Enterprise (HLE)

## The Concept

An enterprise is defined as an organisational unit which constantly keeps up with the changing reality. This is achieved through the constant exploration of new ideas, always engaged in creative and innovative thinking and mindful of emerging risks as it steers itself into the uncertain future. Forecasting the future and its possible scenarios is standard practice in a true enterprise. A business is an example of an enterprise.

However, a higher learning enterprise, HLE, is much more than a business enterprise. Like a business enterprise, a higher learning enterprise is equipped to undertake rather demanding, usually complicated and sometimes risky ventures in order to deliver values and benefit. A HLE requires boldness and energy, thoughtfulness and commitment. It is always ready to embark on new ventures, create new opportunities and sometimes into uncharted territories. However, unlike the normal business enterprise, HLE thrives on the knowledge capital as its primary asset. An asset which is constantly rejuvenated and advanced through its pursuit of R&D and other parallel academic initiatives.

A HLE relies on its intellectual capital to deliver outstanding economic, social and cultural benefits to the industry and the nation. Through such engagements, a HLE obtains critical feedbacks to further improve its curriculum contents, learning ambience and teaching techniques in sync with reality thereby making its student learning experience much more fulfilling and meeting the changing needs of society and industry.

A HLE therefore is always committed to three principal objectives:

Creating a sustainable new model for an enterprise-led university where innovation and creativity, together with responsible business practice, underpin all activities

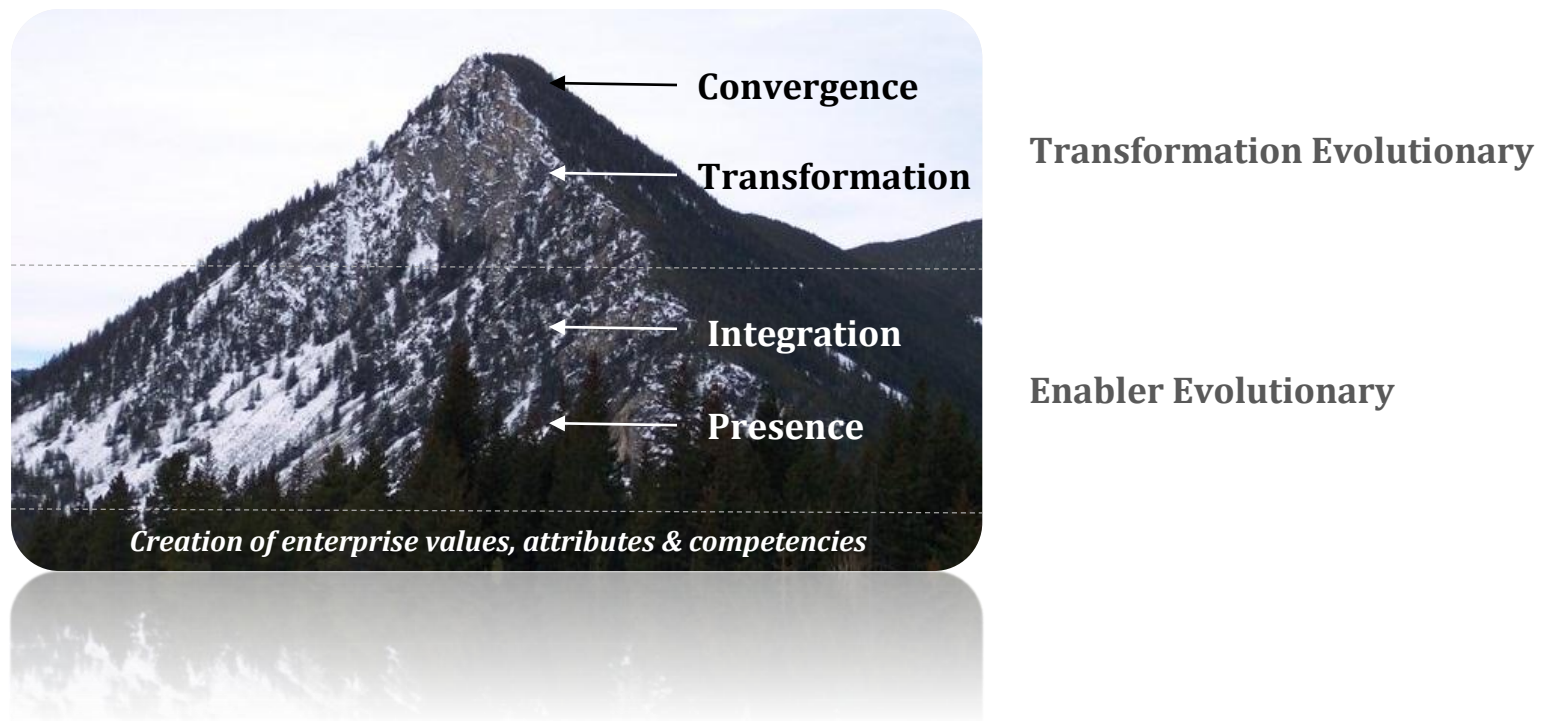
Embedding a spirit of enterprise at the heart of the University

Intimately connecting our teaching and research with the practicalities of the real world

# Higher Learning Enterprise (HLE)

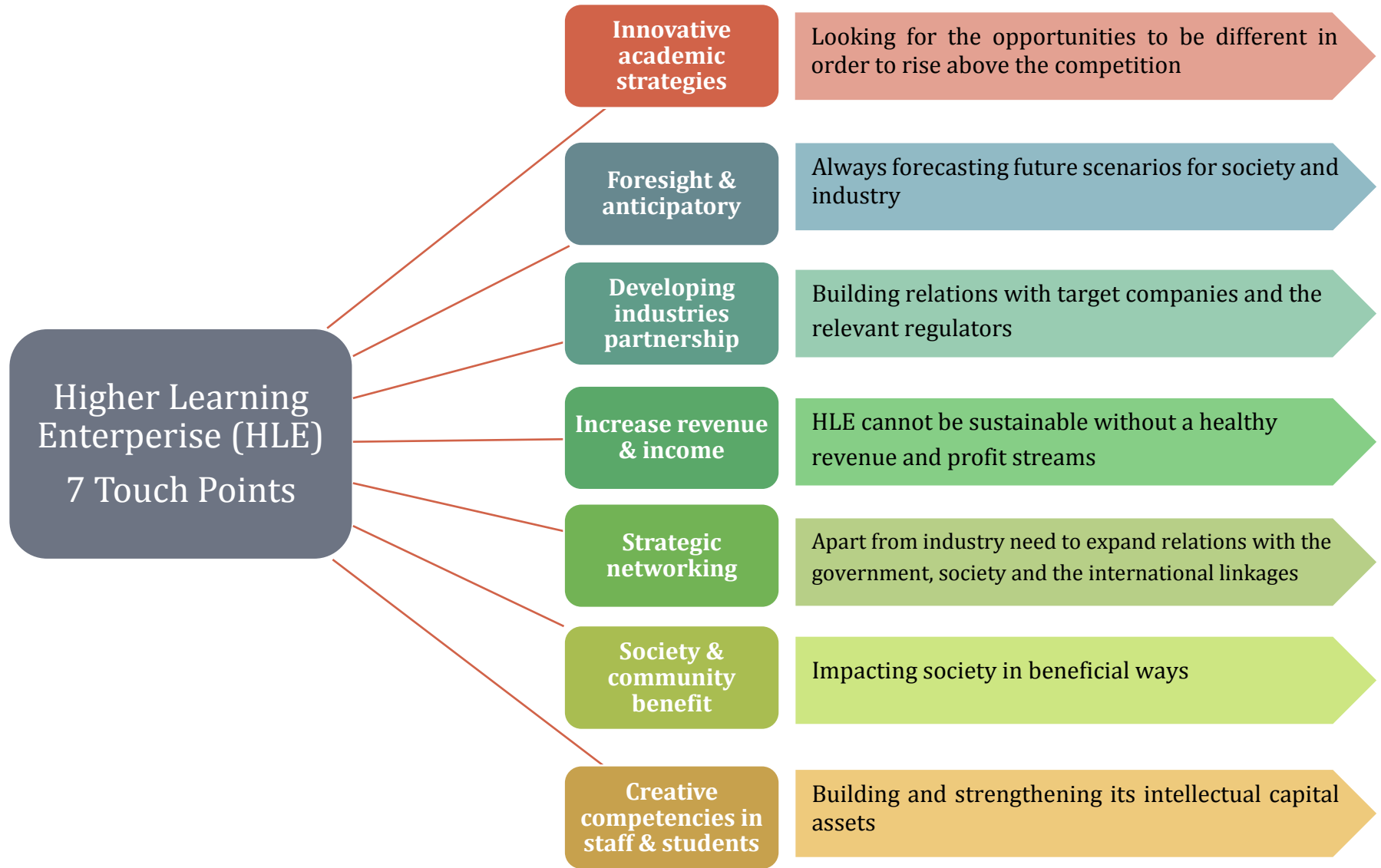
## The Evolution

Taking a university into a higher learning enterprise does not happen overnight. It takes years before a university can truly become a HLE. The evolution has two major stages referred to the Enabler Evolutionary and the Transformational Evolutionary. In the Enabler stage, the university undergoes a process from the present into an integrated form. Whilst the transformational stage concerns the transformation after the integration and finally the eventual convergence form at the apex of the evolution pyramid. The entire pyramid is often referred to as the **Enterprise University Evolutionary Adoption (EUEA)**.



# Higher Learning Enterprise (HLE)

## The Touch Points





# Higher Learning Enterprise (HLE)

## The Attributes & Competencies

Creative & innovative	Problem solving skills	Taking initiatives	Risk taking management
Independent & responsible	Persistence & perseverance	Society skills	Experimentation ability
Networking prowess	Smart project management	Quick decision making	Persuading & negotiation skills
Business & finance literacy	Proactive & participatory	High self confidence & esteem	Ethics & propriety

# Higher Learning Enterprise (HLE)

## The Concluding Key Statements

Establish as one of the leading universities in enterprise and innovation within supportive enterprise culture

Creating an enterprise culture which staff and students understand and actively embrace

Build and enhance strategic partnership and collaboration with other stakeholders to find new solution and to generate income

Harness potential of knowledge transfer and knowledge exchange to maximize the cultural, social and economic impact to university

Grow enterprise awareness and competencies within university community

Effectively promote university achievements and capabilities as an enterprise and enhance reputation as center within locally and internationally



There is no denying that together with the relevant support from the university's functional departments including Finance, Library, Human Resource, IT, Logistics, Student Affairs and Corporate Affairs, UCSI University can transform itself into a full fledged HLE.

The destiny as a **Higher Learning Enterprise** is in energetically championing creativity and innovation, embracing the educational values that motivate and inspire industry, government and the community to partner the academia and together strive to tap on the growing **global green economy** premised on natural biological systems and environmentally healthy and safe cleaner production and consumption mechanism

# The Rising Sun Strategy Framework

# The Rising Sun Strategy Framework

Upon analyzing the emerging scenario for the universities in the coming years, as well as taking into account the rising competition among the providers of higher learning in the country, the team has formulated a new strategy framework to drive UCSI University's strategic action plans. The framework uses the rising sun as an analogy to guide the future directions of the university to not only establish itself as a top notch university but also reaffirm its position in the competitive higher learning environment. By embracing the rising sun strategy framework, UCSI University will rise above all competition. The framework encompasses both the current concept of praxis-university as well as the aspirations embedded in the concept of higher learning as an enterprise.

## The Rising Sun Analogy

The rising sun brightens the world, rejuvenating life on earth, and provides the much needed energy which has the potential to sustain human well-being. In essence the sun provides a conducive environment for sustained growth. The rising sun brightens as it grows and enlarges, sending out its rays accompanied by its glow and its flares.

- **The growing sun** can be likened to the growth and expansion of the university, consolidating our academic excellence, improving our professional programs as well as strengthening the functional support entities of the university thus offering unmatched student environment for learning.
- **The glow** of the sun describes the values that the university as a higher learning enterprise impart to its key stakeholders. These include the community, the industry and the government which the university constantly engages and partners to realize common benefits. The glow essentially reflects the many initiatives the university undertakes to continuously enrich those important stakeholders.
- **The flares** are sparks of achievements which communicate the extraordinary values the university brings to all those connected to the university. Such sparks would further strengthen the public image of the university, putting the university in an excellent position to attract patronage from all, especially students and faculties, willing to experience the vibrant learning environment the university offers.



## The Rising Sun as Living Strategic Plan

The strategic plan is not treated as static. It is instead a live and flexible plan which is constantly measured and monitored in its actions, providing responsive feedbacks to continuously update and improve the delivery of the strategies. It is definitely not a time-capsule.

It will be implemented throughout the University campus (faculties, institutes, centers and non-academic staff as well as central agencies)

A body responsible to monitor, assess and evaluate its progress rests with the Centre for Academic and Professional Achievement (CAPA) which reports to the Vice Chancellor. Annual appraisal will be conducted to evaluate and enhance its achievements.

## “Rising Above Competitive Force”

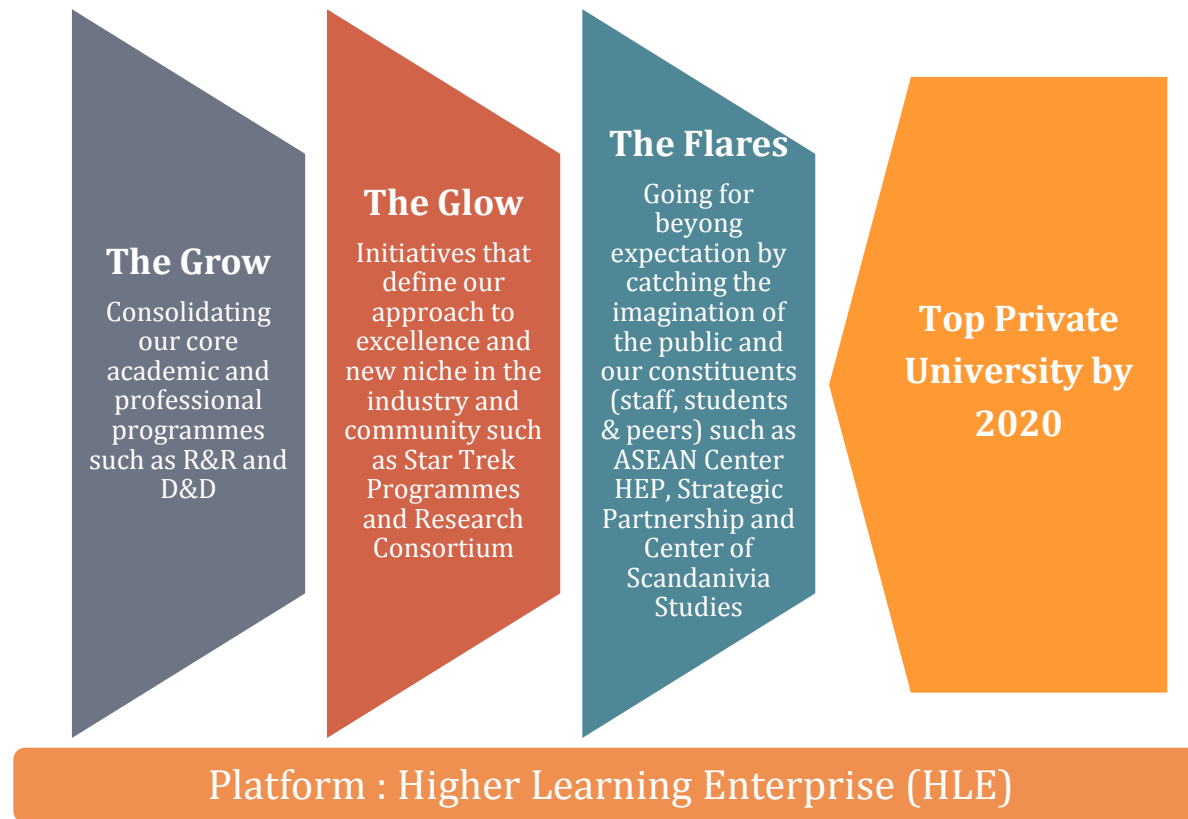
The Grow, The Glow and The Flares from the Sun, depict the university as a Unique Higher Learning Enterprise constantly challenging the norms and imparting extraordinary values from its knowledge assets for the benefit of society, government and the entire nation.

**The Grow:** Consolidating academic excellence, continuously improving professional programs, strengthening functional support mechanisms towards offering unmatched environment for conducive student learning experience. The end game is to expand and benefit from its engagement as a **higher learning enterprise**

**The Glow:** Constantly delivering values as a vibrant **higher learning enterprise**, enhancing public visibility and positively impacting on the strategic needs of key stakeholders including government, industry, local and international communities at large and the world

**The Flares:** Continuously communicating in the public space bright sparks of student and faculty achievements, demonstrating excellence and positioning to attract and retain top faculty talents, making the university irresistible to prospective undergraduates and postgraduates learning, emulating the success of big business as a **higher learning enterprise**.

To the UCSI University, the framework of The Rising Sun Strategy are as follow:



Energetic, maintain and create creative entity to bring value to education in the academia, business, industry and community in the green bio-economy



# Planning for Success Through Talent & Opportunities

# Planning for Success Through Talent & Opportunities

Planning for UCSI University success in the future, to continually striving towards achievements and gain competitive advantage in the higher education sector, the single most variable component is the organization's talent and building human capital opportunities within the university. To provide that environment, UCSI University should initiate the enhance paradigm of nurturing "New Talents & Relationship" by creating opportunities for own skill development as well as employee involvement in decision making and assistance in university wide performance-based activities.

## "New Talents & Relationship" Principles

There are 5 principles in outlining the talent success by creating paradigm of "New Talents & Relationship" within the UCSI University:

- University ability to attract, develop and retain existing talent
- Creating a talent diversity within university community
- Conducive talent development environment in the faculties, institutes and centers
- Talent relevancy in expertise, well respected and frequently referred as subject matter experts
- Collective responsibility for nurturing new talent pool from the students

By enacted this principles, university talents were expected to:

- Assume responsibility for developing and maintaining their skills periodically
- Adding demonstrable and remarkable outcome to the university success
- Understand the value and nature of their university on-going activities



## Shaping the Talent & Opportunities Strategy



Pursuing different forms of institutional excellence in providing unique opportunities and retain university talents

Diversifying a career pathways for academics talent

Enhancing current talent development strategies and capabilities within university by new model or approach

Establish the talent framework namely **“University Talent Professional Programme”**

Widest the scope of talent mobility and collaboration initiatives to increase talent pool

Build an importance of leadership skills from upper management and strengthening talent administration at faculties level

## Talent “UCSI-T-4-Cycle” Model, Roles & Competencies



### Resource

- Explore new or non-conventional source of talents, including academics, leaders, professional practitioners from public, private and social sectors.

### Recruit

- Implement recruitment processes that are more talent-friendly and personalised to attract talent with collective responsibilities across university.

### Reward

- Design reward schemes aligned to different pathways, recognition and their value or contribution to university to ensure competitiveness.

### Retain

- Create more opportunities for professional development, talent mobility, and improving performance management to nurture current talents.

### Roles & Competencies:

Leadership, Action Management, Negotiation, Objectivity, Knowledge Management, Citizenship, Creativity, Innovation, Customer Orientation, Technical & Functional Expertise

# Operational Model

## 3-Feet & 1000-Feet

### Implementation Programme

# Operational Model

## 3-Feet & 1000-Feet Implementation Programme

The PEMANDU's Lab Methodology called the 3-Feet Implementation Programme is project-based plan. The programme focuses on specific project, its action items, timeline, targets and identifying project owner. PEMANDU uses the 3-Feet plan in their mission to ensure leaders' vision is executed by the 1.2 million civil service.

The deliverables are spelt with clear step-by-step instructions, details and identification such as sequence of steps, implementing agency, deadline, impact and source of funds. In addition to these crucial action plans, other considerations include description of solutions, desired outcome, milestone, responsible parties and the required key tasks. The implementation unit of the 3-Feet programme must fully understand the entire process without having the author of the plan present to explain. This is to ensure that message or instruction does not get distorted along the way.

**UCSI's Strategic Plan is adopting both the 3-Feet plan and the 1000-Feet plan. The 1000-Feet plan focuses on long term which was designed up to year 2020. The content of the 1000-Feet plan for UCSI will feature the strategic intent of the University as an organic blueprint with the respective identified project owners for strategic execution. The key movers of the plan are the faculties, institutes, centers and all the supporting departments of the University.**

**Finally, this programme focuses on iterate and review in areas such as the success rate of the implementation plan, its consistency with overall objective and maximizing of resources.**

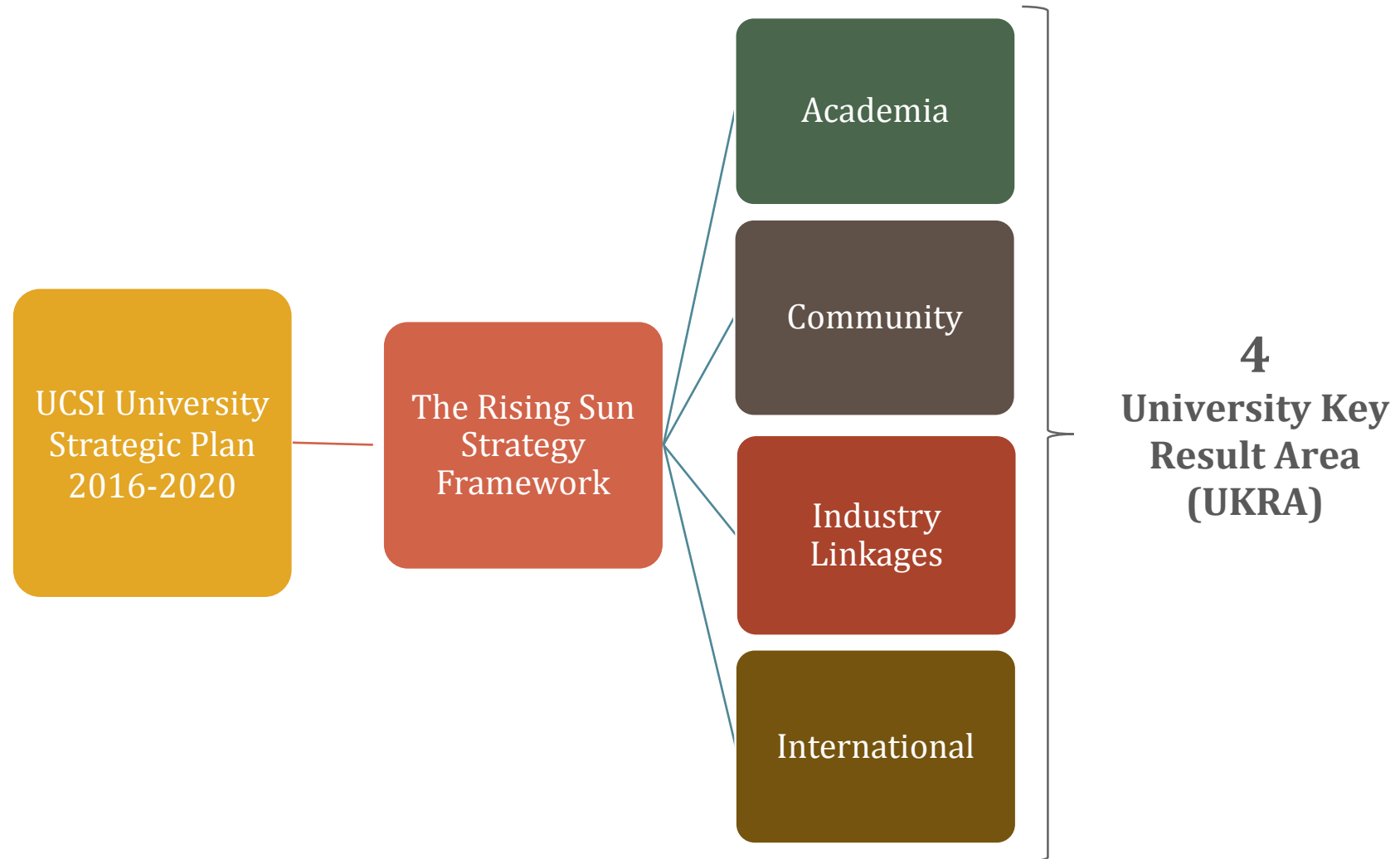


# The Implementation Model

## University Key Result Area (UKRA)

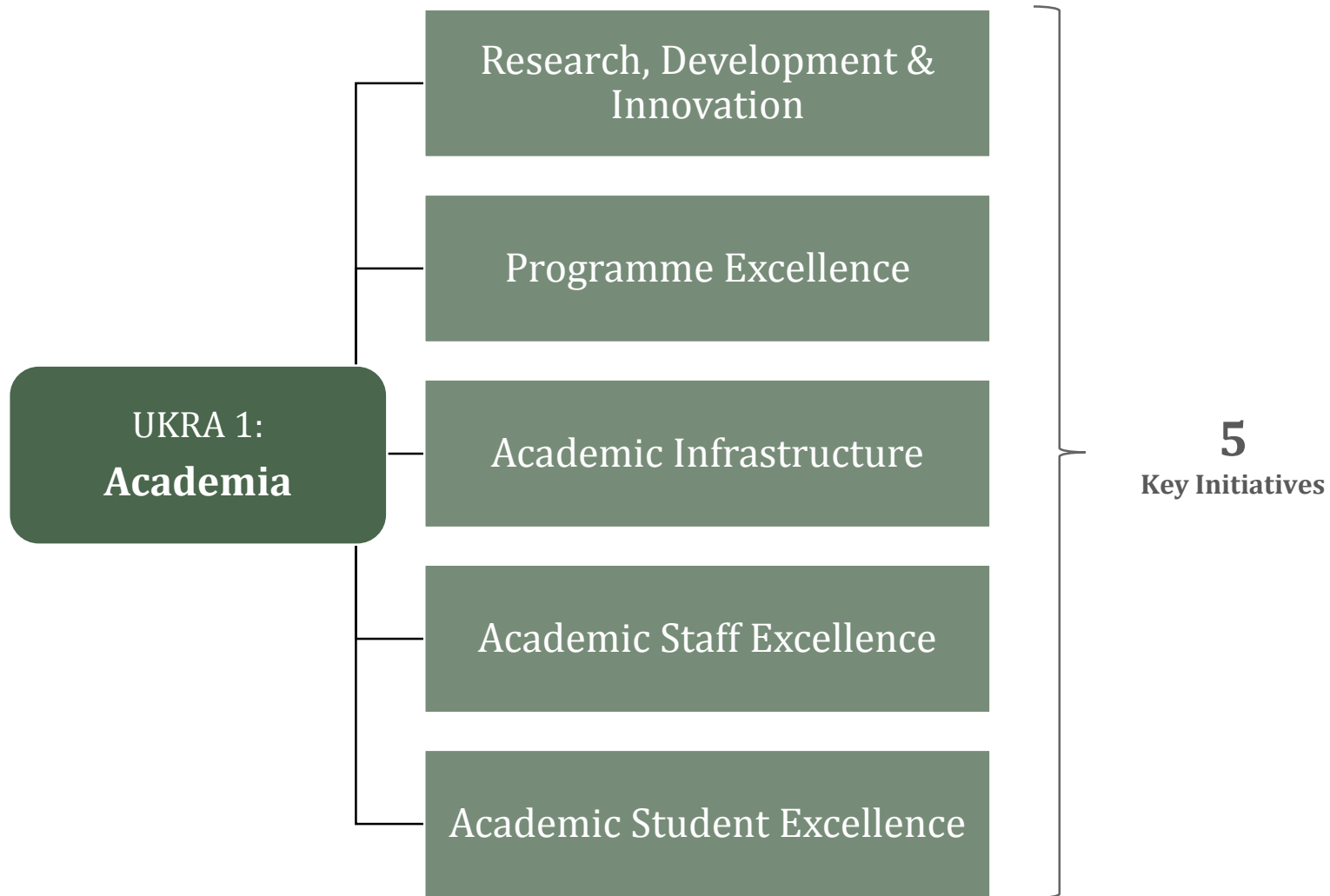
# The Implementation Model

## University Key Result Area (UKRA)



# University Key Result Area (UKRA) 1: Academia

## Key Initiatives



# University Key Result Area (UKRA) 1: Academia

## Key Initiatives

### Research, Development & Innovation

- Centre of Excellence
- Signature Research of UCSI University
- Scientist in Residence
- National and International Recognition
- Research Support & Infrastructure

### Programme Excellence

- Programme Review & Revamp
- New Programme
- Short Courses
- Accreditation of Prior Learning (APEL)
- Massive Open Online Courses (MOOCS) Initiative
- Dual Degree

### Academic Infrastructure

- Laboratory
- Smart Classroom
- Facilities



# University Key Result Area (UKRA) 1: Academia

## Key Initiatives

### Academic Staff Excellence

- Postgraduate Diploma in Tertiary Teaching Degree (PGDTT)
- Innovative Learning Through Gamification
- Flexible Education System
- Blended Learning
- Academic Collaboration and Joint Recognition
- Appointment of External Assessor, External Examiner, Industry and International Advisory Board
- Faculty and Staff Recognition

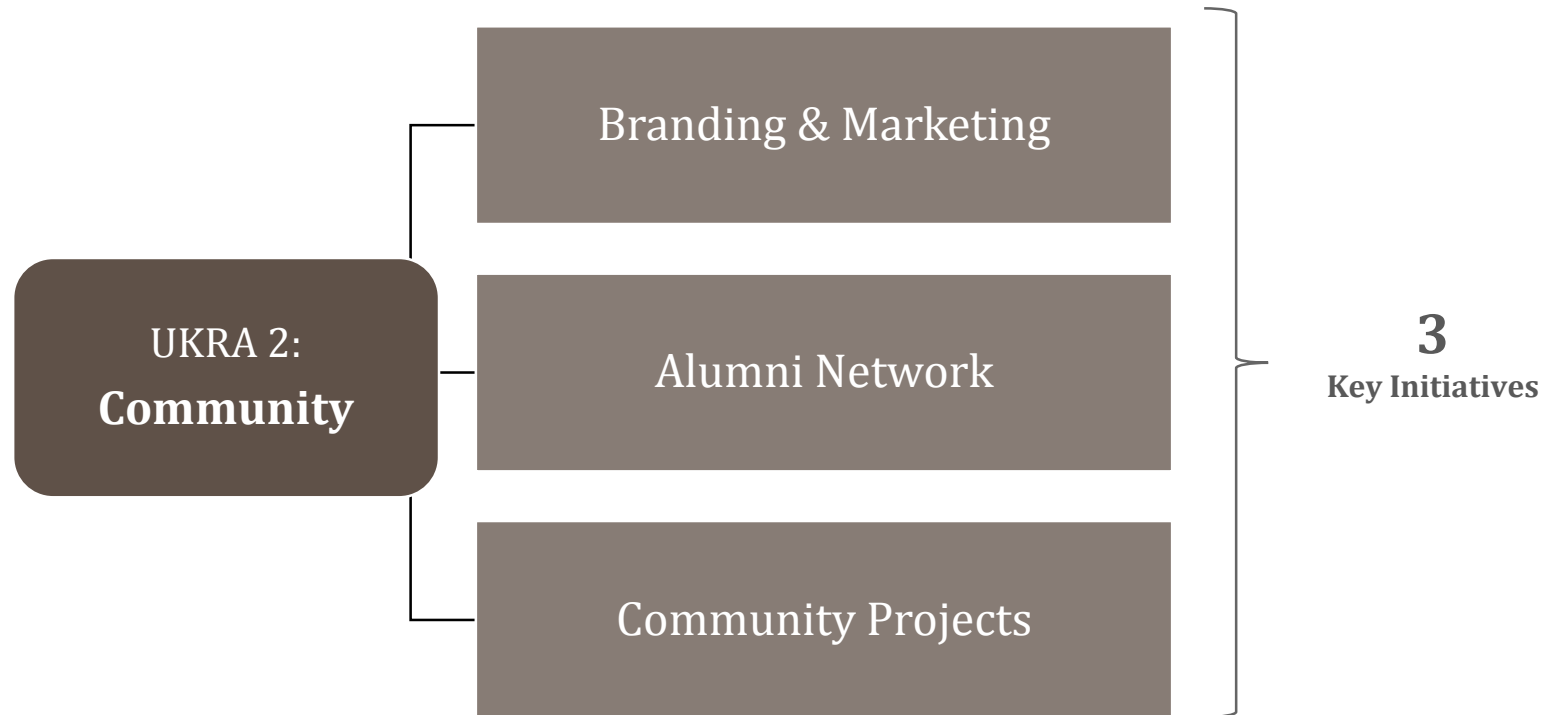


### Academic Student Excellence

- Higher CGPA Achievers and Dean's List
- First Class Achievers
- Enhance Student Experience and Satisfaction
- Star Trek Students
- Rewarding Student Excellence
- Target Student Research Excellence
- Grassroots Marketing
- International Students Recruitment Source and Enrolment Base
- Recruitment Top International Students
- International Programme Licensing Collaboration
- Digital Marketing
- National Event for Branding and Community Engagement

## University Key Result Area (UKRA) 2: Community

### Key Initiatives





# University Key Result Area (UKRA) 2: Community

## Key Initiatives

### Branding & Marketing

- Praxis 2.0
- Student Experience



### Alumni Network

- Faculty Alumni Repository Center
- Alumni Communication
- Alumni Event



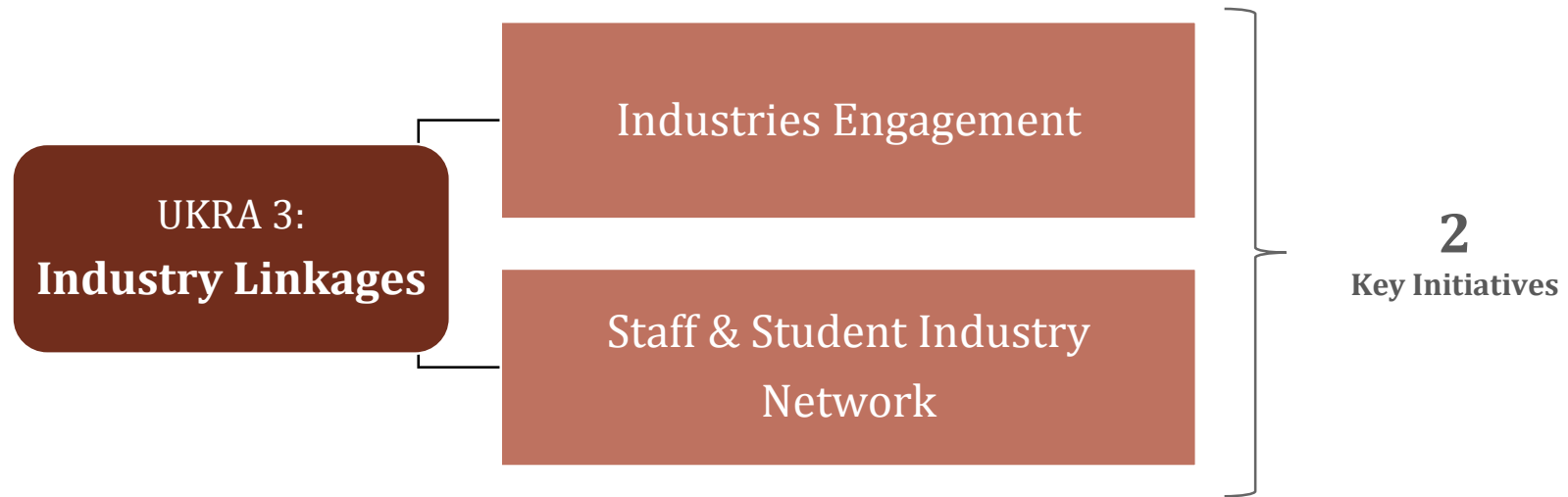
### Community Projects

- Volunteerism Programmes with The Community
- Reach Out Programmes
- Linked with Schools and Institutions



# University Key Result Area (UKRA) 3: Industry Linkages

## Key Initiatives



# University Key Result Area (UKRA) 3: Industry Linkages

## Key Initiatives

### Industries Engagement

- Premier Co-op Partners
- Work-based Learning Programme



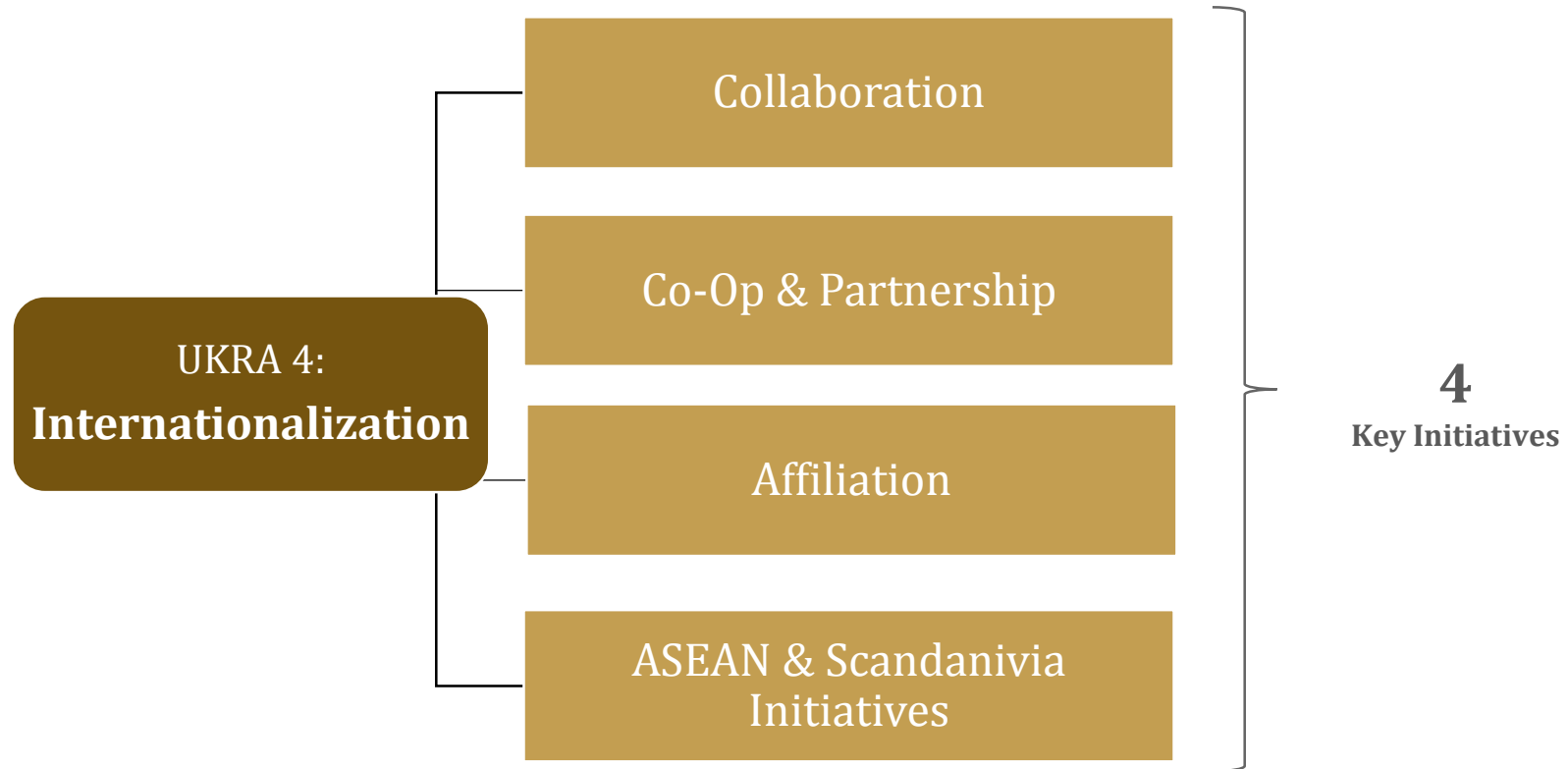
### Staff-Student-Industry Network

- Staff-Industry Network
- Student-Industry Network



# University Key Result Area (UKRA) 4: Internationalization

## Key Initiatives





# University Key Result Area (UKRA) 4: Internationalization

## Key Initiatives

Collaboration

Co-Op & Partnership

Affiliation

ASEAN & Scandanivia  
Initiatives



Go Beyond, Be Profound  
&  
Make A Difference

UCSI University

