UCSI University®

STRATEGIC ROADMAP

2022 - 2025

The University • The Experience

OUR FUTURE

This bold Strategic Roadmap reflects UCSI University's commitment to the provision of cutting-edge education and equipping our students with future ready skills & knowledge that would enable them to emblazon the global world as future-ready leaders, making a profound impact in a rapidly changing, complex and digital world.

It is also a Blueprint for the various faculties and departments of the University on a journey forward to achieve a culture of excellence and distinction in the higher education arena both regional and international and be renowned for research that will make an imprint on both academia and society, transforming lives and impacting communities.

With a vision to be an intellectually resilient praxis university renowned for its leadership in academic pursuits and engagement with industry and community, UCSI University is built on the values of audacity, perseverance, integrity, and excellence and is a leading institution of higher learning with campuses in Kuala Lumpur, Springhill (Seremban/PD), Kuching (Malaysia), and Dhaka (Bangladesh). I am confident this dynamic strategic plan will be the road map to guide UCSI University's community of students, alumni, faculty and staff to embrace change as we boldly shape the future – a future that empowers and a future that inspires excellence, discovering new knowledge, advancing health and wellness, and making our world a better place. To quote Michelle Obama; "For me, becoming isn't about arriving somewhere or achieving a certain aim. I see it instead as forward motion, a means of evolving, a way to reach continuously toward a better self. The journey doesn't end."

Dato' Peter Ng
Founder and Executive Chairman,
UCSI Group

I am delighted to present to you the UCSI University Strategic Roadmap 2022 – 2025 which outlines our strategic vision of a university for the future that promotes transformative education and empowers students from all walks of life to be successful individuals with integrity, professionalism, and a desire to contribute to society.

This is in line with national plans for Malaysia to be a regional education hub of excellence, as outlined in the Malaysia Education Blueprint (2015-2025) that highlights the need for the development of future-ready graduates and industry-specific education that lends to IR4.0 technology development.

The rigorous process of formulating this Strategic Roadmap has given us the opportunity to reflect on past successes and failures and to determine our future goals in the light of critical challenges, game-changing technological advances, and with the Covid-19 pandemic not abating as yet. As the end strategic goal is transformation, the strategic planning process was the enabling platform to propel the faculties, and thereby the University along a competitive and strengthening pathway to realize its full potential and fulfil its mission.

This Roadmap will serve as our University's guiding strategy for the next four years, defined not only by strategic goals but also embodying collective aspirations and limitless potential that power our University on a trajectory of excellence. I would like to take this opportunity to offer my sincere gratitude to all those who have contributed to the various stages of the formulation of this Roadmap, with special mention to the staff, students, and Secretariat. I call on the continued support of the entire University community to make this plan a success.

Professor Datuk Ir Ts Dr Siti Hamisah Binti Tapsir, FASc
UCSI Group CEO and UCSI University Vice-Chancellor

Kuala Lumpur Campus

Kuching Campus

Springhill (Seremban/PD) Campus

Bangladesh Campus

INTRODUCTION

This new **Strategic Roadmap** will guide us over the next four years, during which we expect to see significant internal and external changes. The **Roadmap** builds on our strength to weather any volatility, ambiguity, complexity and uncertainty (VUCA). Our future is one where our graduates will be leaders in their fields, our students have an enriching experience with world-class teaching and technology, and our staff and students will thrive as part of a vibrant and caring community that makes a positive impact. Our Roadmap is driven by our motto – **The University, The Experience.** It is for us to deliver transformative education for our students, staff and community and the Strategic Plan and Roadmap aims to aims to provide these goals effectively.

Vision	To be an intellectually resilient Praxis University renowned for its leadership in academic pursuits and engagement with 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 optimise relationships between industry and academia through the provision of education and unparalleled workplace exposure via praxis centres • 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.
Values	**Audacity** – As a private and autonomously funded institution, our students and academic pursuits will continue on bold learning pathways, producing research and graduates that are not afraid to push beyond conventional boundaries. **Perseverance** – We have a strong culture of resilience built from our drive to persevere through challenges and change. **Integrity** – At all levels and throughout the student body integrity is key to professional and academic conduct. This underpins the reputation of the university that our graduates carry with them. **Excellence** – Whether it be in serving our community or in the classroom, we are always striving towards excellence in design, delivery and experience.

SERVING OUR STUDENTS SINCE 1986

KEY MILESTONES

The University's commitment and success in teaching are matched by its progress in research and the discovery of knowledge, making it a true hub of higher education. By seeking to open doors for students around the world, the University's generous financial aid programme ensures that prodigious students from all economic backgrounds can afford a UCSI University education.

At present, more than 12,000 students study at the University. Since its establishment in 1986, students from 110 different countries have studied at UCSI University, making the campus a melting pot of culture and diversity. As one of Malaysia's first and best private universities, UCSI University has long impacted the national higher education landscape and the University continues to do so with its wide range of undergraduate and postgraduate programmes.

We have seen campus expansions across the country and abroad, serving key areas. Our faculties have grown, and we are proud of the key appointments, including the appointment of the UCSI Group CEO and UCSI University Vice-Chancellor, Professor Datuk Ir Ts Dr Siti Hamisah Binti Tapsir, FASc in 2021.

Whilst these developments are encouraging, the actual achievement of the University is about its students. Many of our alumni have achieve great things in life – from business to science and the performing arts. Most remain in close contact and we are proud to play a role in shaping the movers and shakers of tomorrow.

1986 - 1990

Dato' Peter establishes the Canadian Institute of Computer Science with capital of RM2,000.

The Institute is grated a status upgrade and renamed Sedaya College.

A growing student population necessitates the move to a larger building in SS19.

Total student population: 120

1991 - 1999

The Board of Directors is formed.

Tan Sri Ahmad Razali is appointed Chairman.

The College relocates to Taman Segar, Cheras.

Total student population: 1,330

2000 - 2004

A second campus in Sarawak is established.

The University College status is received and the UCSI brand is born.

The flagship campus in Taman Connaught (South Wing) is built.

Total student population: 3,000

2005 - 2010

Tan Sri Datuk Seri Panglima Dr Abdul Ahman Arshad joins us as the Chancellor.

UCSI gains full university status.

A third campus is launched in Kuala Terengganu.

Total student population: 9,380

2011 - 2015

The construction of UCSI Hotel in Kuching begins with a ground breaking ceremony.

Setara Tier 5 (Excellent) Rating

The beginning of the UCSI Star Trek Programme.

Total student population: 9,870

2016 - 2019

Celebrated 30th Anniversary

Recognition of RCE Kuching.

Top 2% Universities in the World.

Total student population: 11,910

2020 – 2021

Malaysian No.1 Private University Twice.

Top 50 in the World for Performing Arts.

Launched Springhill Campus.

Total student population: 12,140

2021 – 2022

First and only university in the world to receive QS Recognition for Improvement from QS World University Rankings 2023.

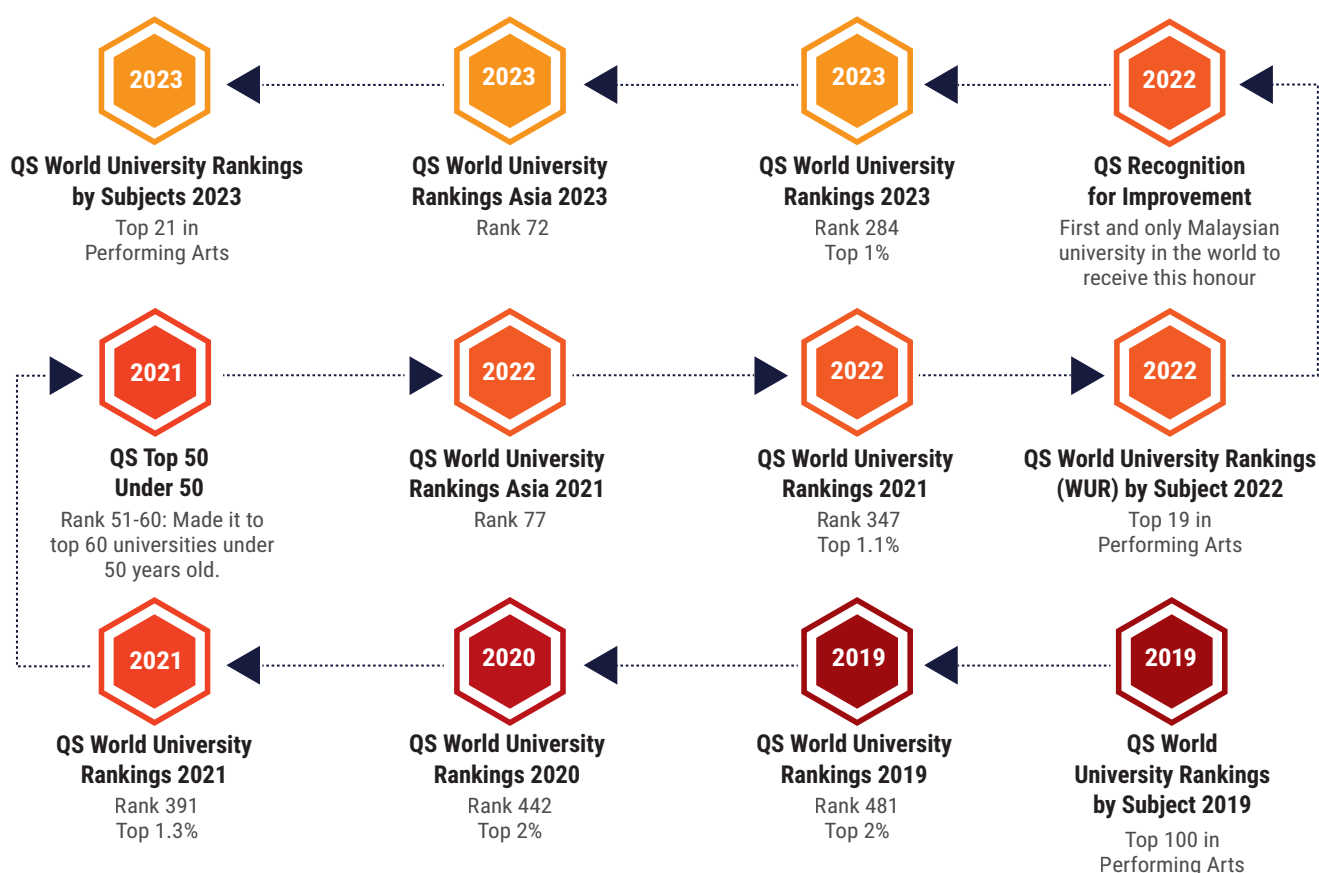Top 20 in the World for Performing Arts (Music).

Launches UCSI-Cheras Low Carbon Innovation Hub Research Consortium.

PROGRESS AND ACHIEVEMENTS

EDUCATION AND STUDENT EXPERIENCE

UCSI University is a vibrant community of learning and scholarship. At present, more than 12,000 students are currently studying at the University covering a range of areas from our popular business programmes to performing arts, hospitality, engineering and science. We see our growing numbers a testament to our commitment to delivering excellence both in and out of the classroom. Despite the COVID-19 pandemic student enrolment for 2022 has been strong with the Sarawak campus having seen an increase since the pandemic began as students opt to study closer to home. With the re-opening of borders, we expect international student numbers to return to pre-pandemic levels. As we look forward to 2025 we expect to have a diverse student body of 20,000. We are constantly upgrading our teaching and campus facilities and work towards creating a community environment on all our campuses to cater to our growing student body.

2023
QS World University Rankings by Subjects 2023
Top 21 in Performing Arts

2023
QS World University Rankings Asia 2023
Rank 72

2023
QS World University Rankings 2023
Rank 284
Top 1%

2022
QS Recognition for Improvement
First and only Malaysian university in the world to receive this honour

2021
QS Top 50 Under 50
Rank 51-60: Made it to top 60 universities under 50 years old.

2022
QS World University Rankings Asia 2021
Rank 77

2022
QS World University Rankings 2021
Rank 347
Top 1.1%

2022
QS World University Rankings (WUR) by Subject 2022
Top 19 in Performing Arts

2021
QS World University Rankings 2021
Rank 391
Top 1.3%

2020
QS World University Rankings 2020
Rank 442
Top 2%

2019
QS World University Rankings 2019
Rank 481
Top 2%

2019
QS World University Rankings by Subject 2019
Top 100 in Performing Arts

Our rankings have shown consistent improvements, and we expect to meet our target of being placed in the Top 250 universities globally by 2025 and to maintain our place among the top 1% of universities worldwide.

Government Award List

Ministry of International Trade and Industry	2006	SPECIAL AWARDS — for — QUALITY	2007	SPECIAL AWARDS — for — QUALITY MANAGEMENT	2008	EXPORT EXCELLENCE AWARD — for — EDUCATION SERVICES
Ministry of Human Resources, Malaysia	2003	HUMAN RESOURCES MINISTER AWARD		Malaysian External Trade Development Corporation (MATRADE)	2004	EXPORT EXCELLENCE AWARD FOR EDUCATION SERVICES

STRATEGIC PARTNERSHIPS

We believe that our student's success and 100% employability rate stems from the praxis learning model we have implemented. To that end, the faculties and University continuously works at expanding our industrial network to provide placements for all students as part of their education.
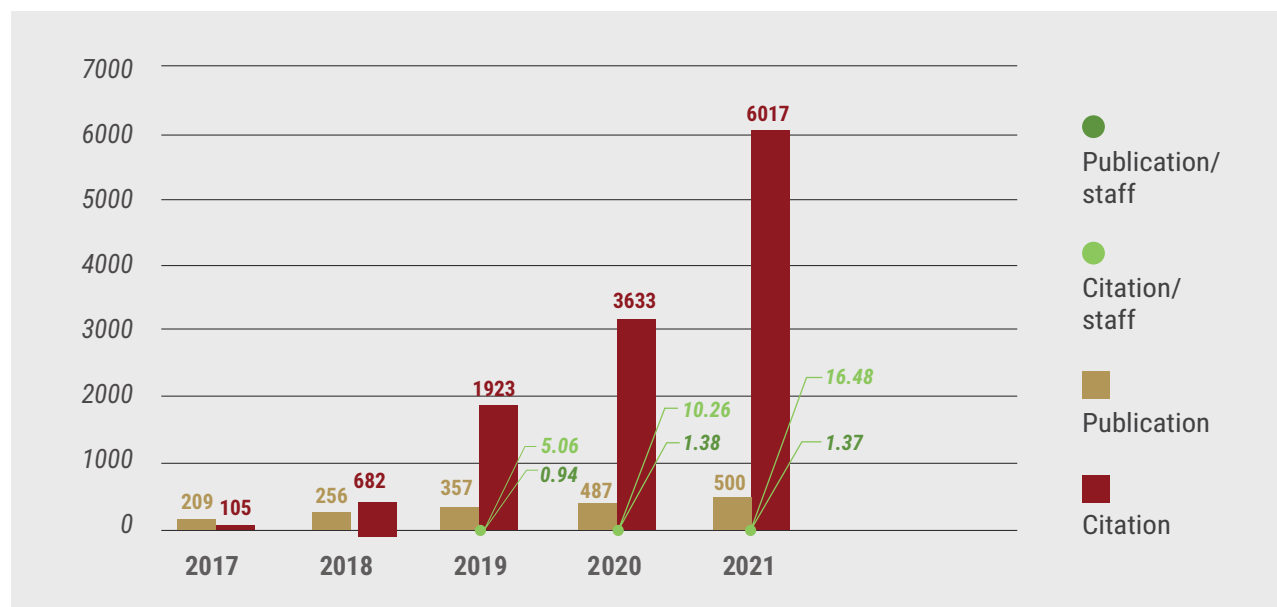
Industry Linkages & Community Engagement Projects, 2021

EXCELLENCE

Impactful research is a key priority and will continue being a major aspect of our future. Outstanding faculty members have been recognised as being among the top 2% of researchers worldwide for their work. In 2021, the University filed for two patents, 36 copyrights and three trademarks. Unique and specialised research is an area in which staff will see increasing support in terms of coaching, mentoring and assistance in the coming years.

Research Performance, 2017-2021

MOHE, 2019 via: https://ge.mohe.gov.my/CarianGraduateEmployabilityBI.aspx

Award	Selected Awards
International 5	• Outstanding Woman Researcher in Pharmacology (Venus International Foundation) • Global Nutrition Early Career Scholar Award (American Society for Nutrition) • Dasilva Award (The Society of Biotech., Japan) • IEEE-HKN Outstanding Chapter Award (IEEE-HKN Board of Governors) • Life-Time Golden Achievement Award (Bharat Rattan Publ.)
National 8	Eg.. Young Scientists Network (ASM-YSN) National Outstanding Young Innovator Award (Private Edn. Corp)
R&D Exhibition (MTE, ITEX, SIIF) 22	• Gold Award (6) • Special Award (4) • Silver (6) • Bronze (6)
Other awards 53	Best oral presenter, best paper award, best poster awards, best video award, etc.
TOTAL 88	

SOCIAL & ENVIRONMENTAL RESPONSIBILITY

UCSI University is a pioneer in sustainable development goals. This includes university-wide implementation of SDG initiatives and the development of a green campus. In 2019, we received the Appreciation Award for our contribution to Sustainable Development Goals. UCSI's contributions has been recognised by the United Nations University, as Regional Centre of Expertise (RCE), hence, it remains as the only organisation that have two such recognitions; RCE Kuching and RCE Greater Kuala Lumpur.

Most recently UCSI has been serving the local community as a vaccination centre against COVID-19. UCSI opened centres in partnership with the national vaccination initiative in the Kuala Lumpur and Springhill campuses. Our faculties also have their own community engagement projects that generate positive community impact across the country.

FACULTY OF
APPLIED SCIENCE

Modernisation of aquaculture industry in Pulau Kukup, Johor towards responsible farming

FACULTY OF
HOSPITALITY & TOURISM MANAGEMENT

1st UCSI Young Chef Culinary Challenge Online Cooking Competition

FACULTY OF
BUSINESS & MANAGEMENT

Awareness of drone pilot as a new career and responsibility of drone operation in rural area community.

FACULTY OF
MEDICINE & HEALTH SCIENCES

SHAPING A HEALTHY FUTURE – HEALTH CARNIVAL Engage with orphanages in Cheras (Rumah Sayangan and Bodhi Cheras)

FACULTY OF
SOCIAL SCIENCES & LIBERAL ARTS

Heritage – Nyonya culture

FACULTY OF
PHARMACEUTICAL SCIENCES

Medication Experts @ Geriatric Homes

INSTITUTE OF
MUSIC

Wellness Conversation; a project series "Tranquil Tuesdays"

STRATEGIC ROADMAP

Our Strategic Roadmap has five concise goals to take the University forward to 2025. Each goals have been carefully considered and has several associated initiatives designed to support the successful implementation of the Roadmap via monitoring and assessing key measurables along the way. The roadmap will pave the way for a continuous journey of growth in the long term.

GOAL 1

STUDENT CENTRICITY

Putting Students First and Foremost in all that we do. From launching our own Happiness Index to nurturing excellence, student outcomes are key to the Roadmap.

GOAL 2

INCLUSIVE & SUSTAINABLE GROWTH

Caring for our community is key to our future. Be it in our inclusive, flexible learning modules, or in our commitments to the UN's Sustainable Development Goals, our growth targets are more than just numbers.

STRATEGIC ROADMAP GOALS

Each of the Goals is multifaceted with several detailed initiatives to achieve the overall goal. Each initiative has deadlines and measurable outcomes that will allow us to track the implementation and impact of the Roadmap as we go forward.

GOAL 3

IMPACTFUL RESEARCH

Achieving research that positively changes lives means supporting faculty research goals by continuing to build critical industry links and research collaborations. We also recognise the importance of supporting staff to reach their potential.

GOAL 4

CUTTING EDGE TECHNOLOGY

Technology underpins our transformation and growth, not only in the classroom and laboratories but throughout the campus as we aim to be a fully smart campus. IR 4.0 courses and teaching tools will also be a key means to achieving our goal.

GOAL 5

REPUTATION FOR EXCELLENCE

To serve our students better we strive for recognition of our centres of excellence, not only in global rankings but also through initiatives to support both staff and students We expect to produce leaders of tomorrow, and we have several coaching and mentoring initiatives to maintain excellence in our people and the university.

Initiatives

Implementation & Measurables

The Roadmap has been developed from the bottom up, incorporating key input from faculties and students. Using a tailor-made framework, faculties and students reviewed what they perceive to be our strengths, weaknesses, as well as sharing their experiences and ideas from which specific Roadmap initiatives were derived. Each initiative corresponds with the five overarching goals which we view as necessary to strengthen the University and transform student and staff experiences as we move forward to 2025 and beyond.

ACHIEVING OUR GOALS

GOAL 1: STUDENT CENTRICITY

Key Initiatives

Initiative 1: Campus Experience

- Launching our UCSI Happiness Index
- Integrating UCSI e-Wallet for administrative ease.
- One stop student centre for all administrative issues.
- Improving and increasing recreational facilities for staff and students.
- Launching Annual Faculty dinners for staff and students.

Initiative 2: Teaching and Learning

- Continuing our scholarship programme to encourage students from a diverse background.
- Capacity-building outside traditional learning via inbound and outbound mobility programmes as well as international exchange programmes.
- Nurturing excellence – Regular student awards to encourage and reward excellence including Innovation, Caring, Entrepreneur and Outstanding Achiever annual awards.

Initiative 3: Smart Environment

- Fully smart campus by 2025 so that students have an enhanced and stimulating learning experience.
- To appoint digital student ambassadors.

Initiative 4: Industrial Placements

- Appointing industry leaders to the Board of Studies to ensure programmes meet current job market needs.
- Ensuring faculties have an appropriate number of industry leaders and experts attached to keep learning relevant.

Initiative 5: Enriched Community

- Academic programmes to enhance student learning to be expanded, such as mentoring as well as All-Star programme to help students achieve potential as well as the Star Trek programme to cultivate and encourage outstanding students.
- Expand the Student Ambassadors programme to ensure that students feel ownership as part of the university.
- Expand Student volunteerism in order to contribute back to the community.

Our students are at the centre of this Roadmap. Guaranteeing positive student outcomes includes more than employability. Our initiatives such as the unique **Happiness Index** will allow students and staff to freely and regularly voice needs and expectations. We aim to develop a vibrant atmosphere at all of our campuses. This will involve increasing recreational facilities for both sport and social activities to create a home-away-from-home atmosphere. In addition, we will be launching annual student-staff faculty formal dinners to add to the university experience outside of the classroom.

We will continue our popular scholarship programme as we grow, aiming to provide over 3,000 scholarships by 2025. As we move towards recovery from the pandemic, we expect to once again support and expand exchange and mobility programmes – both inbound and outbound by 30% per year. Annual student awards will also be held by each faculty to recognise and encourage excellence whilst adding to the **fun learning environment of UCSI.**

One of our unique initiatives is to fully implement **our smart campus initiative by 2025** with a fully integrated ecosystem that covers administration and access to wellness services such as medical insurance claims, counselling, and medical treatment. To assist new students, we will also use digital student ambassadors to connect with future and prospective students.

Our network with industry allows all our students to have practical work placements during their studies. As a praxis university we strongly believe that this focus sets our graduates apart to enjoy **100% employability.**

A quality education is why students come to us, and we aim to give as much individual attention as possible to help students reach beyond their potential. By 2025 we expect that all faculties at all campuses will have both a Star Trek and All-Star student programme. Our All-Star programme helps identify students who may be underperforming and give them additional support to achieve more. The Star Trek programme is for outstanding students, to keep them motivated and challenged whilst recognising their skills. We expect students to have greater ownership of the University and its future and will expand our student ambassador programme.

GOAL 2: INCLUSIVE & SUSTAINABLE GROWTH

Key Initiatives

Initiative 1: Flexible Learning

- Ensure that each faculty has APEL, TVET, MOOCS and ODL programmes to promote diversity and inclusivity.
- These flexible pathways are key for disadvantaged and mature students to gain certification towards a degree.

Initiative 2: UN SDGs

- Mainstreaming practice into all operations including our Green Office Audit.
- Expand current SDG awareness quizzes.
- Expand SDG related courses and integrate into formal learning so that each faculty has at least 2 courses.
- Expanding Undergraduate and Postgraduate degrees in sustainability.
- Promoting the TS Omar Harmony Award (National).
- Establishing UCSI University as a Harmony Mesra Campus.
- Rolling out green campus initiatives to increase green buildings, energy efficiency, tree replanting, recycling and improve waste management. Green campus progress is published in our annual Sustainability Report.

Initiative 3: Expansion

- Active and diverse recruitment for local and international students.
- Increasing course offerings in-line with job-market and demand trends.
- Campus expansions.

Initiative 4: Social Responsibility

- The Happiness Index incorporating Harmony and Community Component also forms part of our renewed focus via other initiatives to keep track of and assist in our community's general well-being. This will see support
- available to both staff and students alike.
  As part of our official Anti-corruption commitment, we will also work towards maintaining full transparency in
- our fees and charges.
  Our vibrant community outreach programmes will be extended and increased.

As part of our inclusive growth, and in line with national education directions, we will be growing our **flexible learning courses** throughout the university. Flexible learning courses such as **micro-credentials,** APEL, TVET, MOOCS and ODL, offer students alternative entry points to higher education and continued professional education. This is in response to government goals to increase the number of tertiary education participants and graduates – particularly those from disadvantaged backgrounds and those who have been financially impacted by the pandemic. These courses carry less financial and time constraints whilst upskilling the labour force.

UCSI University has a strong and unique commitment to environmental sustainability. We were an early adopter to the UN's SDG and will be expanding these commitments operationally and academically. Some of our highlights include the TS Omar National Award in which higher learning institutions can participate.

We have an ambitious target to attract more students and meet our target of doubling student numbers to **20,000 by 2025.** As the job market and industries evolve we have, and will continue to, expand our course offerings to stay abreast of changes. In-line with student growth, our campuses are also expanding. Our new Kuching campus facilities will be launching in 2023.

In line with this, is our work towards community improvement. Social responsibility is something we take seriously and expect students to be involved in our community outreach projects – both at the university and faculty levels. Looking forward to 2025, we expect 70% of faculties to have formally integrated sustainability into programme offerings, with a focus on responsible consumption. Within the university, we also incorporate a prosperous, harmonious, progressive, socially responsible and sustainable approach for staff and student well-being towards becoming a leading Harmony Mesra Campus.

GOAL 3: IMPACTFUL RESEARCH

Key Initiatives

Initiative 1: Industrial Linkages

- Strengthening and increasing industry and government collaborations for the purpose of driving research.
- Expanding the number of research attachments of staff and students in laboratories or industry.
- Increasing Transnational Education partners.
- Ensuring that all students have the opportunity to participate in industry or field-specific projects.
- Building on MOUs and MOAs in line with research agenda.

Initiative 2: Thought Leadership

- Faculty members in the top 2% of global researchers to drive a research agenda that is impactful and relevant.
- Increasing our faculties' citations and indexed publications.
- Increasing high impact proprietary work via patents, copyrights and trademarks.
- Supporting staff to become thought leaders through mentoring programmes.
- Aligning research with our SDG commitments.

Initiative 3: Grants & Consultancy

- Increasing our public and private sector funded research grants.
- Expanding faculty participation in industry or sector-specific consultancy and advisory work.

Initiative 4: Internationalisation

- Increasing international linkages for significant improvement in research, teaching and learning.

Specific, research related industrial linkages are transformative in producing impactful and relevant research. This of course is driven by our faculty researchers – some of whom have been recognised as being in the top 2% of global researchers. This is an area we are keen to develop and will be supporting the faculties to cultivate research excellence. We expect that by **2025 5% of our faculty staff** will be regarded in this esteemed category. Part of this support includes mentoring research staff to become thought leaders in their fields as well as a carefully designed research agenda to achieve maximum impact via patents, copyrights and trademarks. In 2021 alone, the university applied for 36 copyrights, two patents and three trademarks.

Supporting the increase in grants awarded to the university is also a key initiative in meeting our research goal. We have targeted a **30% year-on-year increase in grants.** As a praxis university, faculty consultancy and advisory work is a crucial element in ensuring faculty are exposed to current market demands in their field and balances academic research agendas. We have set a **20% year-on-year increase** in consultancy fees up to 2025.
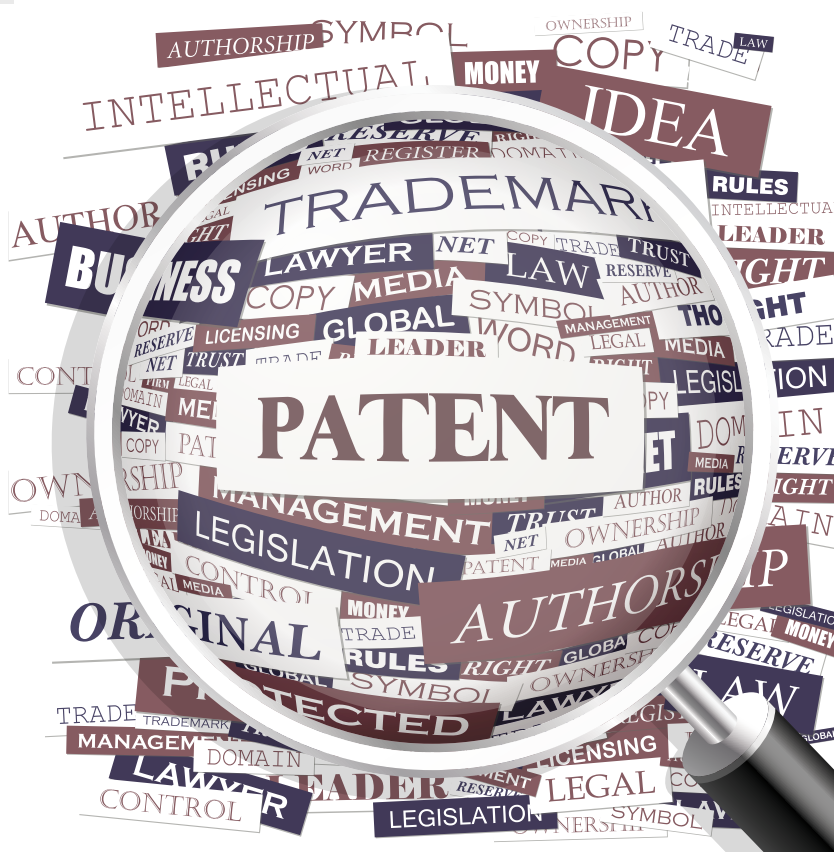
GOAL 4: CUTTING EDGE TECHNOLOGY

Key Initiatives

Initiative 1: Smart Campus

- Fully implementing our new IT system across campuses.
- Expanding our own unique Living Application ecosystem that includes UCSI eWallet and and integrated wellness access.

Initiative 2: IR 4.0

- Adding on to our IR 4.0 laboratories to have 20 by 2025.
- Ensuring that there is in-built technology transfer via start-up incubators.
- Reskilling and upskilling of staff and students in IR 4.0 technologies.

Initiative 3: Digitalisation

- Implementing a dashboard system to track quality and ranking data.
- Ensuring ISO compliance and OSH audits.
- Integrating all operational platforms.

Initiative 4: Efficiency

- Transforming our teaching and learning experience through technology and upgrading of facilities such as labs, lecture halls and studios.
- Increasing digitalisation in our teaching and learning delivery.

By 2023 we expect to have fully implemented our smart campus technology, covering wellness, the booking of facilities, as well as administrative and payment services via our **UCSI eWallet.** We want to stay ahead of technological developments and the smart campus will increase efficiency as well as expose students to a technology-rich environment.

We will continue to work towards upgrading our IR 4.0 laboratories, aiming to have **IR 4.0 integrated** in 20 of our learning laboratories. To complement this, we will be strengthening our start-up incubator support to ensure IR 4.0 technology transfer. Programmes in reskilling and upskilling staff and students in IR 4.0 will be made available and thereby expand the number of students able to use, understand and meet future job requirements.

Digitalisation and efficiency improvements will see a full roll-out of our **dashboard system by 2022.** This will allow easy and real-time tracking of quality and rankings as we move forward with our Roadmap. This digitalisation extends to the teaching and learning experience. Technology is constantly transforming communication, learning and teaching and we aim to stay ahead of the curve by upgrading teaching facilities, supporting staff in adopting and integrating new teaching technologies.

GOAL 5: REPUTATION FOR EXCELLENCE

Key Initiatives

Initiative 1: Rankings

- Strengthening and improving faculty recognition, achievements and visibility.
- Improving ranking place to top 250 university worldwide.
- Serial faculty publications highlighting achievements.
- Increasing programmes with professional recognition.
- Maintaining 100% graduate employability.

Initiative 2: Centres of Excellence

- Increasing recognition of our Centres of Excellence.
- Improving high-level collaborations with Centres including with Nobel Laureates and industry.
- To produce leading specialists and experts.

Initiative 3: Growing Talent

- Increasing the number of faculty members with PhDs.
- Supporting staff exchange programmes to cultivate talent.
- Immersive technology training for staff.
- Implementing a faculty-wide Mentor-Mentee programme.

Initiative 4: Leaders of Tomorrow

- Leadership coaching for staff and students.
- Leadership and talent programme for staff.
- National and international recognition through competitions and awards championed by UCSI University.
- Maintaining a cohesive local and international alumni network.

International independent rankings are useful indicators of excellence. In setting our goals and initiatives we fully expect to see our ranking increase to be among the **Top 250 universities worldwide by 2025.** We will be constantly looking for new and innovative ways to strengthen our faculty recognition and achievements. By 2025, we expect to have over 24 degree offerings that are recognised by professional bodies.

Another target area for the university is to increase the recognition of our centres of excellence, by increasing collaborations with Nobel Laureates, producing more leading specialists and experts. In order to support the centres of excellence, we believe we will need to invest in our staff by supporting exchange programmes, providing immersive technology training and implementing a **Mentor-Mentee** programme across the faculties. In addition, we are targeting to have **90% of teaching staff to hold PhDs by 2025.**

MEASURES OF OUTCOME

GOAL 1: STUDENT CENTRICITY

Measurables

Initiative 1: Campus Experience

- Published UCSI Happiness Index – maintain a minimum staff happiness rate of 80%, student happiness rate of 75%
- UCSI e-Wallet to be 100% implemented by 2023.
- One stop student centre to resolve all administrative and enrolment processes within 3 days by 2025.
- Monitoring satisfaction with recreational facilities via the Happiness Index.
- All faculties to host Annual faculty dinners by 2023.

Initiative 2: Teaching and Learning

- Increasing scholarships to 3,000 recipients by 2025. 30% year-on-year increase in inbound and outbound mobility and international exchange programmes.
- To launch inaugural student Innovation, Caring, Entrepreneur and Outstanding Achiever awards in 2022.

Initiative 3: Smart Environment

- Fully smart campus by 2023.
- To have 15 digital ambassadors by 2025 with the first five rolled out in 2023.

Initiative 4: Industrial Placements

- Minimum 2 industry leaders appointed to each faculty Board of Studies by 2022.
- To have a minimum 100% of students taking up industrial placements or internships by 2025.

Initiative 5: Enriched Community

- 100% of faculties participating in Star Trek and All-Star programmes by 2025.
- To have at least 35 student ambassadors by 2025.
- 100% Faculty participation in the volunteer programs.

GOAL 2: INCLUSIVE & SUSTAINABLE GROWTH

Measurables

Initiative 1: Flexible Learning

- 100% of faculties to have Microcredential, APEL, TVET, MOOCS and ODL programmes by 2023.

Initiative 2: UN SDGs

- 100% of offices participating in the Green Office Audit by 2024.
- Participation targets for SDG quizzes.
- Each faculty to have 2 sustainability courses by 2025.
- Expand degrees in sustainability to five by 2025.
- Expanding TS Omar National Award to 50 higher learning institutes by 2025.
- Publish green campus progress and green audit results via annual Sustainability Report.

Initiative 3: Expansion

- Target 20,000 students by 2025.
- CAGR of 20% per year with 6,000 new students annually.
- Target new courses per faculty per year.
- New Kuching Campus launch – 2023.

Initiative 4: Social Responsibility

- Happiness Index measurements - maintain a minimum staff happiness rate of 80%, student happiness rate of 75%.
- Increasing our community outreach projects by 10% year-on-year.
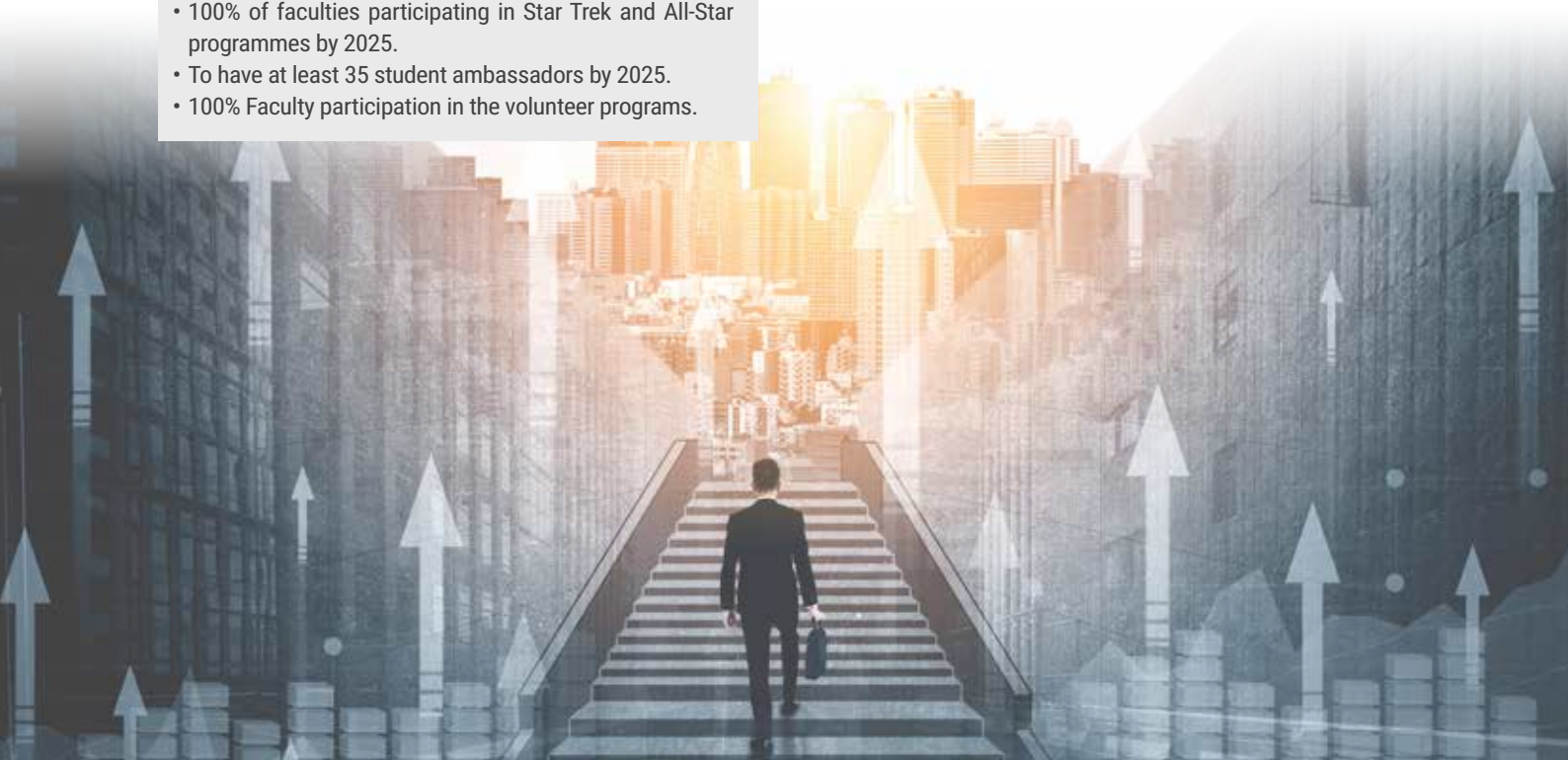
GOAL 3: IMPACTFUL RESEARCH

Measurables

Initiative 1: Industrial Linkages

- Minimum 2 government agency collaborations per faculty per year.
- To have 11 key industry collaborators by 2025.
- 15% of research attachments of staff and students in laboratories or industry.
- Increasing TNE partners to 12 by 2025.
- Increasing students participation in industry or field-specific projects by 10% year-on-year.
- Increase MOUs and MOAs to 10 per year by 2025.

Initiative 2: Thought Leadership

- 5% of faculty members to be in the top 2% of global researchers.
- Increase average citation per faculty member to 4 per year.
- Increasing patents by 30% year-on-year.
- Increasing copyrights by 20% year-on-year.
- Increasing trademarks by 10% year-on-year.
- All research staff to be involved in research specific mentoring programmes.

Initiative 3: Grants & Consultancy

- Increasing research grants by 30% year-on-year.
- Increasing faculty consulting and advisory work by 30% year-on-year.

Initiative 4: Internationalisation

- To establish 2 top international linkages per faculty by 2025.

GOAL 4: CUTTING EDGE TECHNOLOGY

Measurables

Initiative 1: Smart Campus

- 100% implementation of new IT system by 2022.
- 100% implementation of unique Living Application ecosystem by 2023.

Initiative 2: IR 4.0

- Adding on to our IR 4.0 laboratories to have 20 by 2025.
- Producing 10 start-ups per year by 2025.
- 70% of staff to be skilled in IR 4.0 technology use and application by 2025.

Initiative 3: Digitalisation

- 100% implementation of quality and ranking dashboard by 2022.
- Continued 100% compliance and passing of ISO compliance and OSH audits.
- 100% integration of operational systems by 2023.

Initiative 4: Efficiency

- All learning facilities to be upgraded by 2025, including labs, lecture halls and studios.
- 100% digitalised teaching and learning by 2025.

GOAL 5: REPUTATION FOR EXCELLENCE

Measurables

Initiative 1: Rankings

- Improving ranking place to top 250 university worldwide by 2025.
- 150 serial faculty publications highlighting achievements by 2024.
- To have 24 programmes with professional recognition by 2025.
- Maintaining 100% graduate employability.

Initiative 2: Centres of Excellence

- To have 6 recognised Centres of Excellence by 2025.
- Minimum 5 high-level collaborations per faculty per year including with Nobel Laureates and 2 per year with industry.

Initiative 3: Growing Talent

- 90% of faculty members to hold PhDs by 2025.
- Minimum 10% of staff to participate in exchange programmes by 2024.
- Minimum 10% of staff to have industry attachments by 2024.
- Minimum twice yearly technology training for staff.
- 100% participation in Mentor-Mentee programme.

Initiative 4: Leaders of Tomorrow

- Minimum 2 days leadership training per staff per year by 2022 – academic and non-academic.
- Launch 6 flagship annual national/international competitions by 2025.
- Increasing alumni as brand advocates to 70 by 2025.