



# DEVELOPMENT AND IMPLEMENTATION OF STRATEGIC PLAN FOR A RESEARCH UNIVERSITY: THE CASE OF UKM

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**UNIVERSITI KEBANGSAAN MALAYSIA**  
*The National University of Malaysia*

**NARATIF BAHARU UKM**  
**UNIVERSITI ATAN KITA**

## DEVELOPMENT AND IMPLEMENTATION OF STRATEGIC PLAN FOR A RESEARCH UNIVERSITY: THE CASE OF UKM

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Universiti Kebangsaan Malaysia  
([www.ukm.edu.my](http://www.ukm.edu.my))

**UKM was established on 18 May 1970**

- Main Campus in Bangi, Selangor – 34 km from KL International Airport
- 4 living labs
- A comprehensive University with 14 Faculties + 12 Institutes
- Two teaching hospitals
- Offering various programs (undergraduate, Master and PhD)

**UNIVERSITI KEBANGSAAN MALAYSIA**  
*The National University of Malaysia*

**UNIVERSITI KEBANGSAAN MALAYSIA**  
**A Comprehensive University That Nurtures Future Generation with Inspiration**

**LIVING LABS**

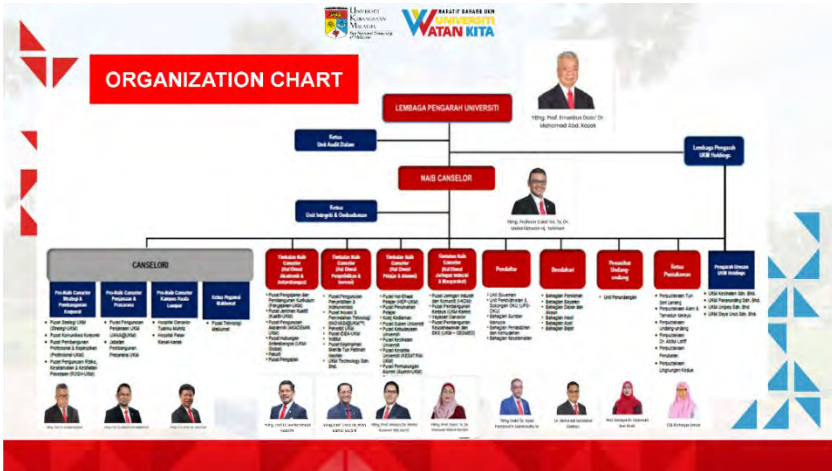
LANGKAT GEMILAK  
PULAU PERAK  
EKOWISATA PERANG  
TANJUNGPINANG

**Bangi Campus**

**Hospital Canselor Tunku Muniriz**

**Children Specialist Hospital**

# 6<sup>th</sup> International Conference on ICGSM “ESG Standards and Securing Strategic Industries”



## NATIONAL AND INTERNATIONAL UNIVERSITY RATING

The collage includes the following accreditation and ranking logos:

- MyRA MALAYSIA RESEARCH ASSESSMENT**
- SETARA** (Malaysia Research Assessment)
- Tahqiqah** (Research Quality Assurance)
- 6 SETARA** (Research Quality Assurance)
- QS WORLD UNIVERSITY RANKINGS**
- QS UNIVERSITY RANKINGS ASIA**
- QS GRADUATE EMPLOYABILITY RANKINGS**
- QS STARS RATING SYSTEM**
- THE WORLD UNIVERSITY RANKINGS**
- THE ASIA RANKINGS**
- Green Metric**
- HURS** (Healthy Living Rating System)
- #129** (QS World University Rankings 2023)
- #30** (QS Graduate Employability Rankings 2023)
- 5** (Green Metric 2023)
- #138** (The Asia Rankings 2022)

## EVOLUTION OF UKM STRATEGIC PLAN

UKM vision : To be ahead of society and time in leading the development of a learned, dynamic and moral society  
 UKM mission : To be the learning centre of choice that promotes the sovereignty of Bahasa Melayu and internationalises knowledge rooted in the national culture

**UKM Strategic Plan 2000-2020**  
“Inspiring Futures, Nurturing Possibilities”

**Perspective Strategic Plan 2006-2010**  
Focus on Research University

**UKM Transformation Plan 2009**

**UKM Strategic 2015-2025 Key Results Area**



**COVID-19**  
CORONAVIRUS

**2020**

2018

2020

2021

WATAN KITA

**TERAS**

Bakat (Talent)   Etika (Ethics)   Memperkasa (Revitalize)   Tangkas (Agile)   Jiwa (Soul)

Naratif Baharu UKM  
**UNIVERSITI WATAN KITA**  
19 Jun 2021 (Sabtu) 9.00 - 10.00 Pagi  
*Bunga Perdana*  
NAJIB ANSALOR

UKM's New Narrative is not a new philosophy for UKM but a renewal and reaffirmation of our COMMITMENT and DETERMINATION to UKM and the NATION (PROF DR EKHWAN, UKM VICE CHANCELLOR, 2021)

**The Vision**

- Where do we want to go?
- What do we want to achieve?
- What do we want to be?
- What community do we dream of?

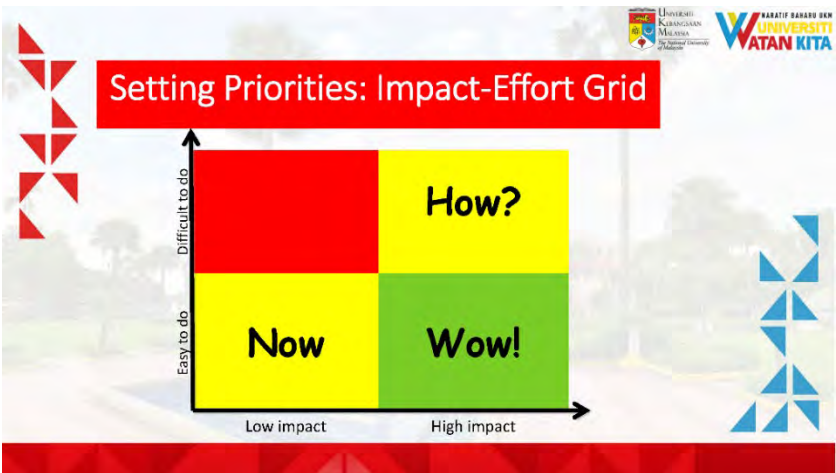
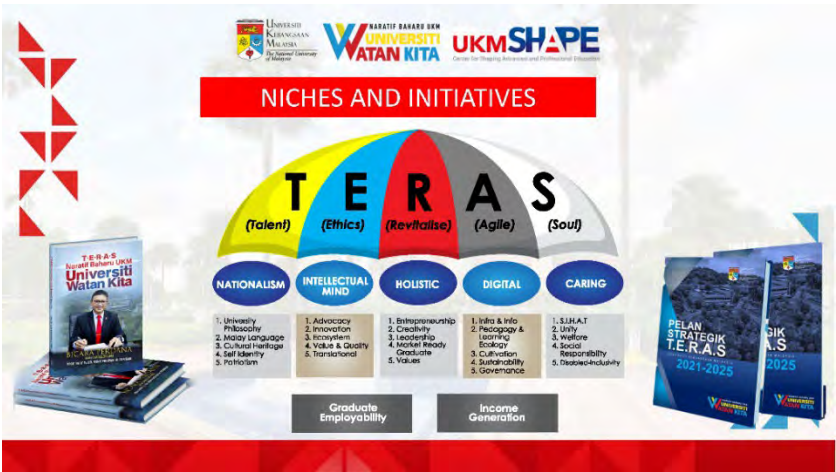
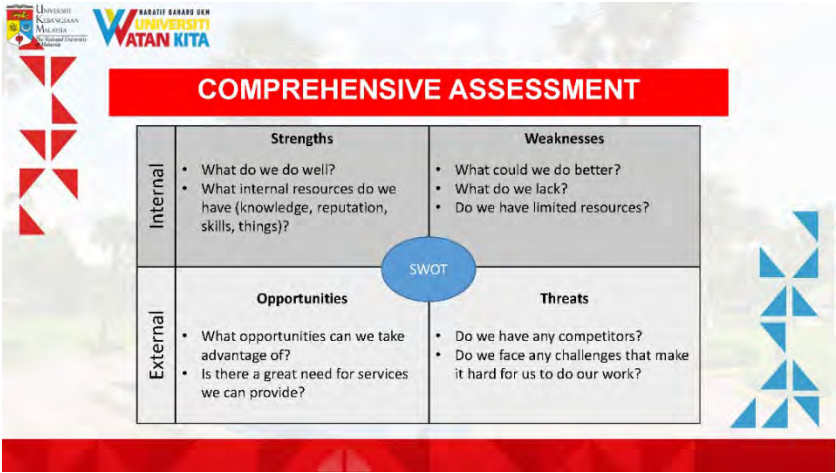
**Team brainstorming session**

- Elaboration on new focus values
- approach to reach the vision
- develop purpose-driven strategic goals
- Niches and initiatives

Things in business are never done by one person. They're done by a team of people.


- Steve Jobs

6<sup>th</sup> International Conference on ICGSM  
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## SMART OBJECTIVES




**S**PECIFIC – WHO? WHAT?  
WHERE? HOW?




**M**EASURABLE – HOW MANY?  
HOW CAN THIS BE  
MEASURED?



**A**CHIEVABLE – IS IT POSSIBLE?



**R**EALISTIC – IS IT POSSIBLE GIVEN OUR TIME  
AND RESOURCES AVAILABLE?



**T**IMEBOUND – WHEN?



## STRATEGIC KPis

- Nationalism
  - 4 KPis focusing on research and publication on Malay Language and Culture
- Intellectuality
  - 9 KPis focusing on research, publication, grants, networking
- Holistic
  - 3 KPis focusing on entrepreneurship, internship and professional certificates
- Digital
  - 2 KPis focusing on ODL and GIG Academic
- Caring
  - 2 KPis on volunteerism and community engagement
- Graduate Employability
- Income Generation
  - 4 KPis on total income generation, executive programs and alumni contribution,



## SHARING THE PLAN AND ITS PROGRESS



**Naib Canselor**  
**UNIVERSITI WATAN KITA**



**Naib Canselor 2022**  
**MARA UKM**



**Naib Canselor**

# ACHIEVEMENT AND OUTCOME





**WATAN KITA**

## Malay Language Seminars, Congress, Publications and Portal

**Kongres Antarabangsa Bahasa & Tamadun Alam Melayu**  
20-29 September 2022 / Kuala Lumpur

**MINGGU BAHASA KOLEJ RAHIM KAJAI**  
15-19 September 2022 / Kuala Lumpur

**LABARAN GURINDAM**  
15-19 September 2022 / Kuala Lumpur

Malay Civilization Portal  
<https://malaycivilization.com/>

**WATAN KITA**

## HPKK UKM Converted to Full COVID-19 Facility

HPKK UKM has been converted to a full COVID-19 facility. The facility is equipped with all necessary medical equipment and staffed with trained personnel to provide high-quality care to patients.

## HCTM Mobile PPV Reaches Out to 50,000 Individuals

The HCTM Mobile PPV has successfully reached out to 50,000 individuals, providing them with convenient and accurate COVID-19 testing services.

**WATANI BARUKI DAN WATAN KITA**

## IMPACTFUL RESEARCH From Fundamental to Application

**Biomass To Graphene**

Biomass process to graphene where a research process from fiber to graphene. Graphene is the most important material in the development of new technologies across the board of various industries.

**Skin Replacement 'MyDem'**

MyDem is the result of engineering innovation as an alternative treatment for burn, trauma and diabetic ulcer patients. It is the basic product of reproduction of skin cells from the victims themselves in Malaysia and also Southeast Asia.

**PeritoCare**

PeritoCare® is a portable and wearable peritoneal dialysis system. With the machine, unlike conventional dialysis, patients can now move about doing their daily activities while undergoing dialysis.



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- ### STEPS in Development and Implementation of Strategic Plan
1. Define values and purpose
  2. Comprehensive SWOT assessment
  3. Create Strategic focus and objectives
  4. Determine strategic initiatives
  5. Share and Explain with Stake holders
  6. Implementation
  7. Monitor progress
  8. Evaluate performances

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## Keys to effective strategic planning



- Focus only on the most important issues
- Be willing to question
- Produce a document