UPM

UPM
UNIVERSITI PUTRA MALAYSIA
BERILMU BERBAKTI

STRATEGIC
PLAN

OF UPMKB

2019
2023

Your Destination for Higher Education

STRATEGIC PLAN OF UPMKB 2019-2023

Universiti Putra Malaysia Bintulu Sarawak Campus (UPMKB) is not a new name in higher education destination, being the oldest university campus in Sarawak. Since its establishment in 1974, UPMKB had undergone many evolutions to be relevant as one of the prime higher education providers in East Malaysia.

In the globalisation and digital age, a university must play many roles in order to be significant in the present and towards the future. University needs to become a centre of excellence to gain and expand valuable knowledge by exhibiting academic prowess and leading innovation for the greater good of mankind. Realising this, UPMKB should always dare to reflect and improve itself to be able to compete locally and internationally.

Starting from 2018, UPMKB had undergone major transformation by establishment of new units, departments, centres and faculties, thus improving its management and operation. In addition, five niche areas of UPMKB have been identified i.e. Agriculture; Forestry; Industrial Chemistry; Engineering and renewable energy; Ethnic and socio-economy. These niche areas are relevant to the strength of the academics in the campus, also the current and future direction of the country, especially the state of Sarawak.

Focussing on these areas, a strategic plan was laid on April 2019 in a brainstorming session '**Bengkel Pemerkasaan UPMKB 2019-2023**' to project the direction of UPMKB for the next 5 years. The plan that was discussed among academics, managers, executives and decision-makers in UPMKB stated four main objectives with its respective strategies:

OBJECTIVE 1 — To improve the quantity and quality of academic programmes

- Increase number of academic programs
- Increase number of academics
- Curriculum review of academic programs
- Accreditation of academic programs by relevant professional bodies
- Improve quality of academics
- Enhance innovation in teaching and learning

OBJECTIVE 2 — To improve the quantity and quality of students

- Increase number of new students
- Ensure graduate on time
- Reduce student attrition rate
- Increase number of new international students
- Enhance mobility program with institutions abroad
- Enhance soft skills among students
- Provide scholarship / award to excellent students
- Enhance employability among students

OBJECTIVE 3 — To intensify research in five thrust areas

- Enhance research input and output of academics and researchers
- Improve quality of research postgraduates
- Improve research environment

OBJECTIVE 4 — To enhance networking, community development, income generation and campus management

- Enhance collaborative programmes with local and international institutions
- Enhance alliance with the local and state government
- Expose UPMKB as preferred choice for higher education
- Enhance extension, consultation and community works
- Generate income
- Enhance management and administration
- Upgrade and improve campus facilities
- Implement Green Initiative

This strategic plan contains detailed guide on specific action plans, execution programs, timeline and person (or office) in charge. The plan also reflects the Key Performance Index of the university that must be fulfilled. This strategic plan should be used by everyone at UPMKB as a reference document to plan, implement and monitor each task. It is with great hope that, the managers, academics, executives, staffs and students of UPMKB to play their role, and contribute for the development of the campus.

ASSOC. PROF. DR. SHAHRUL RAZID SARBINI
Coordinator
Bengkel Pemerkasaan UPMKB 2019-2023
Dean
Faculty of Agriculture, Science and Technology, UPMKB

July 2019

To improve the quantity and quality of academic programmes

- Increase number of academic programs
- Increase number of academics
- Curriculum review of academic programs
- Accreditation of academic programs by relevant professional bodies
- Improve quality of academics
- Enhance innovation in teaching and learning

Members of discussion for Objective 1
Facilitators: **Dr. John Keen Chubo** and **Dr. Amy Halimah Rajaee**

No.	Name	Department / Unit
1.	Dr. Amy Halimah Rajaee	Jabatan Sains Haiwan dan Perikanan
2.	Dr. John Keen Chubo	Jabatan Sains Perhutanan
3.	Dr. Neilson Teruki	Jabatan Pengurusan
4.	Dr. Ribka Alan	Jabatan Sains Sosial
5.	Dr. Rosli Ismail	Jabatan Sains dan Teknologi
6.	Dr. Tengku Sharifah Marliza Tengku Azmi	Jabatan Sains dan Teknologi
7.	Dr. Wan Asrina Wan Yahya	Jabatan Sains Tanaman
8.	Dr. Zakry Fitri Ab. Aziz	Jabatan Sains Tanaman
9.	En. Johan Ismail	Jabatan Sains Haiwan dan Perikanan
10.	En. Sudirman Asmadi	Pentadbiran
11.	En. Zulkernain Zamawi	Teknologi Maklumat
12.	Pn. Carolyne Eryna Ayesha Cindy Nadin	Unit Akademik Pusat
13.	Pn. Nathuhain Ibrahim	Perpustakaan
14.	Pn. Ramuni Incham	Jabatan Sains Sosial / Unit Bahasa
15.	Prof. Ir. Dr. Nor Mariah Adam	Jabatan Kejuruteraan
16.	Prof. Madya Dr. Mohd. Ibrani Shahrimin Adam Assim	Jabatan Sains Sosial
17.	Prof. Madya Dr. Shahrul Razid Sarbini	Pejabat Dekan / Jabatan Sains Tanaman
18.	Prof. Madya Dr. Yiu Pang Hung	Jabatan Sains dan Teknologi

OBJECTIVE 1: TO IMPROVE THE QUANTITY AND QUALITY OF ACADEMIC PROGRAMMES
Facilitators: Dr. John Keen Chubo and Dr. Amy Halimah Rajaee

Strategy	KPI 2019	Action Plan	Notes / To Do	How?	When?	Who?
1. Increase number of academic programs	a. 1, new bachelor program in 2019 b. 23, total academic programs by the year 2020 (3, Master; 8, Bachelor; 11, Diploma; 1, PraDip)	a. Duplicating relevant programs from UPM Serdang	• Appoint coordinators and committees for every academic program • Monitor progress and approval purposes i.e. JKKK, JKKU, Senate & MoE	• Roadshow • Local government • Empowerment of JKKF meeting	• MERP (on-going); MSLP (on-going); MBA (2019); M.Env.Sc. (2020) • Monitor quarterly	• MBA – Dr. Neilson; MERP & MSLP – Prof. Dr. Nor Mariah; M.Env.Sc. – Pn. Carolyne • Deputy Deans
		b. Creating new relevant academic programs	• Appoint coordinators and committees for every academic program • Monitor progress and approval purposes i.e. JKKK, JKKU, Senate & MoE	• BsIP; B. Entr.; Bs. Perhutanan Ladang; DSK; DKKK; DPM; DPP; MRET • Empowerment of JKKF meeting	• BsIP (concept 2019, intake Sep 2020); B. Entr. (concept 2019; intake Sep 2020); Bs. PL (concept p. 2021, intake Sep 2023) • Monitor quarterly	• AP. Dr. Phebe; Dr. Ismawati; Dr. Roland; Dr. Rosli; Dr. Wong TJ; Dr. Maulana; Dr. Suraya; Dr. Fatin • Deputy Deans
2. Increase number of academics	a. 90 %, academic staff with PhD b. 1 : 15, academic staff to bachelor student ratio c. 1 : 20, academic staff to diploma student ratio d. 10 %, international academic staff e. 1 : 2, academic staff to non-academic staff ratio	a. Promoting UPMKB as a preferred place for career in academia	• Scheduled advertisement for academic's vacancy	• Faculty's management meeting • UPMKB Website (Academia) & social media (FB) with specific fields	• Once every 3 months, open throughout the year	• Deans • Head of Administration
		b. Supporting academic staff transfer from UPM Serdang to UPMKB	• Seek recommendation from faculties at UPM Serdang	• Discussion between Deans	• Start in 2019	• Deans
		c. Improving and enhancing procedure for recruitment	• Seek necessary warrant for academic post • Proactive action on recruitment	• Highlight on the needs for the accreditation of program: 8 lecturers for Diploma; 10 lecturers for Bachelor. • List of applicants direct to VC	• Quarterly submission according to requirement	• Campus Director • Deans • Head of Administration
3. Curriculum review of academic programs		a. Monitoring curriculum review procedure as scheduled	• Once every 5 years • Actively working as scheduled	• Via JKKF every quarterly	• Review to begin in year 3 after offering	• Program Coordinators • Head of Departments • Deputy Deans
4. Accreditation of academic programs by relevant professional bodies		a. Creating special taskforce for accreditation purposes	• Select program to be accredited by 2023 e.g. BSIC (RSC)	• Create special taskforce for accreditation purposes	• Start in 2019	• Head of Department (JSTek) • Program Coordinators
		b. Ensuring academics to be member of relevant professional bodies	• Academics to register as member in association of their expertise	• Identify relevant professional bodies for staffs to register • Staffs to attend courses that can lead to continuity of professional membership	• Throughout the year	• Head of Departments • Deans

5. Improve quality of academics		a. Catering to the needs of academics	• Assess and strategize academics in teaching, research and extension • Creating conducive, stress-free work environment	• Workshop on career path • UPMKB Happiness Index screening (to score at least 85) • Appreciation event • Leisure activities	• Annually	• AP. Dr. Mohd. Ibrani • Head of Department • Deans • Staff association leader • Head of Administration
		b. Training academics on teaching and learning	• Identify trainings needed for teaching and learning provided by CADE or other entities • Identify academics in every department as academic innovators, to share knowledge obtained	• Establish committee on teaching & learning innovation (rep. of each department from FAST, FSSM & ICT). • Hari Inovasi Pengajaran & Pembelajaran	• Annually • Biannual meeting	• En. Johan Ismail • Head of Department • Deputy Deans
		c. Enhance academic promotion experience	• Monitor eligibility of academics for promotion • Improve procedure for seamless exercise	• Skim Baharu Kenaikan Pangkat Pegawai Akademik by Pejabat Pendaftar • Establish a committee to analyse the eligibility of academics for promotion	• UPMKB to start new scheme in June 2020	• Deans • Head of Departments • Professor to review AP; AP to review Senior Lecturers & Lecturers, Head of Department to review Language Teachers
6. Enhance innovation in teaching and learning	a. 100 %, blended learning b. 4, MOOC (2 FAST, 2 FSSM) c. 50 %, student register for MOOC	a. Organizing conferences and/or competitions in teaching and learning	• Internal and/or external events	• Establish committee on teaching & learning innovation (rep. of each department from FAST, FSSM & ICT)	• Biennial	• Mr. Johan Ismail • Head of Departments • Deputy Deans
		b. Providing conducive environment for innovation in teaching and learning	• Asses and upgrade facilities i.e. internet, system etc.	• Provide the list of facilities for conducive environment for innovation in teaching & learning	• Biannual meeting	• Deputy Deans • Deans
		c. Implementing blended learning	• Asses and upgrade facilities i.e. internet, system etc. • Train academics and part-time academic staffs	• Training by CADe	• Biannual training	• Deputy Deans • Head of ICT
		d. Implementing MOOC for selected course	• Identify subjects for MOOC • Assess and upgrade facilities i.e. internet, system etc. • Train academics and support staff	• Training by CADe	• Start in 2019	• Dr. Suziana Hassan (FDR2502 Khidmat Rekreasi Luar) • En. Mohammad Saufi (SFB2101 Biologi Pertanian) • AP. Dr. Mohd. Ibrani (FEM3331 Pengantar Pembangunan Komuniti) • Dr. Mohd. Maulana (FEM3313 Sosiologi dan Antropologi Sosial) • Deputy Dean • Head of ICT

OBJECTIVE 2

To improve the quantity and quality of students

- Increase number of new students
- Ensure graduate on time
- Reduce student attrition rate
- Increase number of new international students
- Enhance mobility program with institutions abroad
- Enhance soft skills among students
- Provide scholarship / award to excellent students
- Enhance employability among students

Members of discussion for Objective 2
Facilitators: **Dr. Aryaty Alwie** and **Dr. Zamri Rosli**

No.	Name	Department / Unit
1.	Dr. Aryaty Alwie	Jabatan Sains Sosial
2.	Dr. Azizul Hakim Lahuri	Jabatan Sains dan Teknologi
3.	Dr. Faridah Abdul Razak	Jabatan Sains dan Teknologi
4.	Dr. Fauziah Abu Bakar	Jabatan Sains Tanaman
5.	Dr. Franklin Ragai Kundat	Jabatan Sains Tanaman
6.	Dr. Walter Charles Primus	Jabatan Sains dan Teknologi
7.	Dr. Wan Nor Zanariah Zainol @ Abdullah	Jabatan Kejuruteraan
8.	Dr. Zamri Rosli	Jabatan Sains Perhutanan
9.	En. Abdul Halim Abdul Kadir	Jabatan Sains Sosial
10.	En. Fakhzan Buang	Jabatan Sains Sosial / Unit Bahasa
11.	En. Mohammad Azizi Jamil	Jabatan Sains Tanaman
12.	En. Mohammad Saufi Mohammad Ramli	Jabatan Sains dan Teknologi
13.	En. Peter Clarence Cluny	Jabatan Sains Sosial / Unit Bahasa
14.	Pn. Hadiah Sandi	Hal Ehwal Pelajar dan Alumni
15.	Pn. Hairunisah Abdul Rahman	Hal Ehwal Pelajar dan Alumni
16.	Pn. Joyce Morris Kapong	Jabatan Sains Sosial / Unit Bahasa
17.	Pn. Rosidah Basir	Kolej Sri Rajang

OBJECTIVE 2: TO IMPROVE THE QUANTITY AND QUALITY OF STUDENTS
Facilitators: Dr. Aryaty Alwie and Dr. Zamri Rosli

Strategy	KPI 2019	Action Plan	Notes / To Do	How?	When?	Who?
1. Increase number of new students	a. 700, new students (90 %, undergrad; 10 %, postgrad) per year b. Total of students (estimate 4000 students – UG &PG)	a. Directly promoting FAST and FSSM in schools and related agencies	• Identify schools and related agencies, for promotion • Reorganising intake of Diploma and Bachelor, as in one academic calendar	• Promotion to all Agriculture Institute in the country • Invite rural schools in Sarawak e.g. SMK Belaga, SMKLB Miri, SMKLB Sibu, SMK Kapit, SMK Sri Aman, etc. for promotion programs • Distribution of fliers, and promotion of social media content and web pages to schools • Collaborations with Bintulu District Office, Bintulu District Education Office (PPD Bintulu) • Banners and Buntings at Airports • Visit to related agencies (government & private) to promote PG programs (Agriculture Dept., Forestry, Crown, etc) • Prepare a proposal to MoE and justification of amendment for reorganising intake	• Third quarter of school terms every year • Once a year per zone (Miri-Bintulu, Kapit – Sibu-Mukah, Sarikei-Saratok-, Betong-Sri Aman, Serian-Kuching-Kalimantan, Limbang-Lawas, Brunei-Sabah. • Postgraduate promotion, annually • Proposal to MoE in 2019	• Head of Corporate Communication and Strategic • Head of Student Affairs • Head of Departments • College Manager • Mr. Fakhzan • Mr. Saufi • Deans • Deputy Deans
2. Ensure graduate on time	a. 90 %, GOT for undergrad b. 50 %, GOT for postgrad (PhD, 8 sem; Master, 4 sem)	a. Intensifying the role of academic advisor / supervisor	• Organize a day with academic advisor, once every semester • 'Training of Trainers' to academic advisors and postgraduate supervisors	• Set up Whatsapp groups among students and academic advisors • Record attendance for student-academic advisor consultations twice a month • Putra Sarjana Programme for enhancing supervision. • Comply by SOP for GOT	• At the start of the semester • In the middle and at the end of the semester • During the semester break	• Academic Advisors • Head of Administration (Training Unit) • Deans • Deputy Deans
		b. Designing special program for underachievers	• Organize special workshop to improve CGPA, once a year	• Follow up on workshop participants' progress • Invite excellent students to share tips and knowledge • NLP workshop to Academic Advisors & students	• After First and Second Exams	• Head of Department • Academic Advisors • AP. Dr. Ibrani
3. Reduce student attrition rate	a. 5 %, student attrition rate (undergrad and postgrad)	a. Activating peer support initiatives	• Organize workshop or retreat, to train student's facilitators	• Motivational Programs • Each program – come up with a unique 'motto' to instill love for their program and enhance closeness among students • 'Buddy System' for undergraduate student • Improve colleges, food court, classrooms and other facilities for a more secure, conducive, comfortable and safe environment • Provide adequate lab equipment for research and academic purposes	• Orientation week • Throughout the year	• Counselors • Academic Advisors • Head of Student Affairs • Head of Department

4. Increase number of new international students	a. 2 %, new international students (undergrad and postgrad) per year	a. Directly promoting FAST and FSSM, abroad	• Identify schools and related agencies in other countries for promotion • Distribute flyers, brochures and prospectus to potential students / institutes	• Brunei, Kalimantan, Singapore, Thailand, Vietnam, Philippines • Student Exchange Program • Banners, buntings and brochures at airport	• Third Quarter of school terms every year	• Head of Corporate Communication and Strategic • Head of Student Affairs
5. Enhance mobility program with institutions abroad	a. 300 students to undergo mobility (150 inbound; 150 outbound)	a. Collaborating with relevant institutions abroad	• Sign MoU and/or MoA with relevant institutions abroad i.e. Airlangga, Kasetsart, PSU, IPB, etc. • Exchange of students and academics	• Approach foreign universities based on UPMKB niche area (e.g. Universities that joined FTB2018; Universitas Borneo Tarakan, Tanjung Pura, etc.) • Attachment program for lecturers, researchers and industrial training students • Annual exchange program by each department and KSR. (minimum 1 project yearly) • Prepare e- book (UPMKB prospectus) – make it accessible for download from UPMKB website	• October to December 2019	• Head of Corporate Communication and Strategic • Head of Academic Unit • Head of Department • Head of Student Affairs • Mr. Abdul Mohammad • Mr. Fakhzan Buang • Mdm. Joyce Morris
		b. Working closely with entities within UPM i.e. International Office, School of Graduate Studies and related faculties	• Support student to attend relevant programs	• Identify potential funding / financial sources • Encourage students to take up business opportunities (to raise funds to support their projects) • Build a portfolio (e-book) on outbound programs • Build a databank / website containing basic academic & non-academic info (strengths) on outbound participants for easy reference by potential sponsors or include this info in the portfolio (see no.3). • Attend Intensive English Communication workshop (compulsory)	• Throughout the year	• Head of Corporate Communication and Strategic • Head of Academic Unit • Head of Department • Head of Student Affairs • Dean
6. Enhance soft skills among students	a. 90 %, students score in Malaysian Soft Skills Scale (My3S) b. 45 %, students involve in volunteerism	a. Ensuring students to involve in community works and volunteering	• Putra Bakti and Putra Outreach	• To establish special volunteer group. (100 students) – 'Putra Special Force' • TOT for special volunteers (e.g. MERCY or other professional bodies) • Putra Volunteer Borneo – (ordinary volunteers) – 600 students	• Whole year	• Counselors • College Manager • Head of Student Affairs • Dr. Franklin Ragai • Mr. Fakhzan Buang
		b. Creating various platform for soft skills enhancement and character building	• Putra Excellence • Student's leadership initiative i.e. MTM. MPP, fellow, university facilitator etc.	• Professional leadership program/workshops • To send students for attachment projects with professional bodies/agencies • KIK Projects for students (non-academic)	• Whole year	• Mr. Fakhzan Buang • Mr. Syukri Adnan

No	Objective	KPI	Strategy	Action	Details	Timeline	PIC
7.	Provide scholarship / award to excellent students	a. RM 1 million, amount of students scholarship	a. Sourcing scholarship funding bodies i.e. Yayasan Sarawak, Alumni etc.	• Identify agency, association and private entities providing scholarship i.e. Yayasan Sarawak, Alumni UPMKB etc.	• Identify potential scholarship providers within the corporate sector (e.g. Bintulu Port, SEDC etc.) • Identify potential sponsors among UPMKB alumni members • Trust Fund (UPMKB only)	• Whole year	• Head of Corporate Communication and Strategic • Head of Departments • Counsellors • Head of Finance
			b. Creating internal fund for financial support	• Allocate fund for excellent students in need, donated by staffs and other students • Hadiah Fakulti for excellent students	• 'Derma Siswa' by staff of UPMKB or the public: RM20-RM50 per year; Fixed deposit (50%); Tax exemption; Free meal program • Each department identifies potential sponsors for Hadiah Jabatan / Fakulti	• Whole year	• Head of Departments • Counsellors • Mr. Syukri Adnan • Head of Finance • Mdm. Nathunain
8.	Enhance employability among students	a. 85 %, students securing job after 6 months graduating b. 2 %, students becoming entrepreneur after 6 months graduating	a. Organizing career fair	• Invite relevant agency for talent scouting	• Open Career Day as annual event • Invite related agencies / bodies • Collaboration with Jabatan Tenaga Kerja • Walk-in job interview	• August to October 2019	• Head of Student Affairs • Dr. Neilson • Dr. Ismawati • Dr. Suraya
			b. Encouraging entrepreneurship	• Student's cooperation • Incubation program • Buku Hijau Program • Ladang Kongsi • Projek Perniagaantani • Entrepreneurship award	• Putra Entrepreneurship Carnival e.g. Thai Food Fiesta • Professional training by established bodies / companies / agencies	• August to October 2019	• Head of Student Affairs • Dr. Neilson • Dr. Ismawati • Dr. Suraya
			c. Seeking employer's demand and expectation	• Conduct surveys to relevant and prospective employers	• Online survey (former students/agencies/bodies etc.)		• Head of Student Affairs • Head of Departments • Head of ICT

OBJECTIVE 3

To intensify research in five thrust areas

- Enhance research input and output of academics and researchers
- Improve quality of research postgraduates
- Improve research environment

Members of discussion for Objective 3
Facilitators: **AP. Dr. Patricia King Jie Hung** and **AP. Dr. Phebe Ding**

No.	Name	Department / Unit
1.	Dr. Geoffery James Gerusu	Jabatan Sains Perhutanan
2.	Dr. Hadi Hamli	Jabatan Sains Haiwan dan Perikanan
3.	Dr. Juriah Kamaludeen	Jabatan Sains Haiwan dan Perikanan
4.	Dr. Kwan Yee Min	Jabatan Sains Tanaman
5.	Dr. Masnindah Malahubban	Jabatan Sains Haiwan dan Perikanan
6.	Dr. Muhamad Azmi Mohammed	Jabatan Sains Tanaman
7.	Dr. Noorasmah Saupi	Jabatan Sains Tanaman
8.	Dr. Norul Izani Md. Allwi	Jabatan Sains Perhutanan
9.	Dr. Nozieana Khairuddin	Jabatan Kejuruteraan
10.	Dr. Suraya Hanim Mokhtar	Jabatan Pengurusan
11.	Pn. Azira Sanusi	Jabatan Sains dan Teknologi
12.	Pn. Carlina Freddie Simol	Taman Pertanian Universiti
13.	Pn. Surimah Basri	Perpustakaan
14.	Pn. Zahora Ismail	Borneo Ekosains
15.	Prof. Madya Dr. Abu Hena Mustafa Kamal	Jabatan Sains Haiwan dan Perikanan
16.	Prof. Madya Dr. Patricia King Jie Hung	Borneo Ekosains / Jabatan Sains Tanaman
17.	Prof. Madya Dr. Phebe Ding	Jabatan Sains Haiwan dan Perikanan

OBJECTIVE 3: TO INTENSIFY RESEARCH IN FIVE THRUST AREAS
Facilitators: AP. Dr. Patricia King Jie Hung and AP. Dr. Phebe Ding

Strategy	KPI 2019	Action Plan	Notes / To Do	How?	When?	Who?
1. Enhance research input and output of academics and researchers	a. 200, publications in index journals b. 80, publications in Q1 Q2 c. 20, publications in Proceedings d. 20, publications in books / chapters e. 12000, citation for 5 years f. RM 6 million, research grants g. 2, International collaboration in research h. 2, translational research i. 5, intellectual property j. 2, licensing & commercialization k. 30, staff in joint research project l. 100 %, staff as PI m. 100 %, staff in Google Scholar n. 85 %, staff in Scopus o. 50 %, staff with H index > 4 in Google Scholar p. 25 %, staff with H index > 4 in Google Scholar	a. Setting and monitoring research KPI, for academics and researchers	• Reflect UPMKB achievements against UPM and MyRA • Set individual KPIs • Produce report card to monitor progress • Report non-CA and non-PI	• Set KPI • Monitor KPI • ELPPT • Report Card for every researcher • Template report card • List of non-CA and non-PI	• Quarterly	• Director of IEB • Dean • Head of Departments
		b. Setting research cluster based on UPMKB's 5 thrust areas	• Establish groups to source for major grants e.g. translational grants, international grants, private grants etc.	• Agriculture group • Forestry Group • Renewable Energy Group • Engineering Group • Socio Economics Group	• Start in 2019	• Agriculture Group: AP. Dr. Shahrul Razid • Forestry Group: Dr. Roland Kueh Jui Heng • Renewable Energy Group: Dr. Tengku Sharifah Marliza • Engineering Group: Prof. Ir. Dr. Nor Mariah Adam • Socio Economics Group: AP. Dr. Mohamad Ibrani Shahrimin
		c. Training academics on grant sourcing (local and abroad)	• Organize workshop to academics and researchers	• Using MyRA initiative funding	• July and November	• Director of IEB
		d. Training academics on scientific writing	• Writing cell initiative	• 2 times per year	• March and August	• Director of IEB
		e. Training academics on research commercialization	• Organize workshop to academics and researchers	• Workshop	• March and October	• Director of IEB
		f. Training academics on research supervision, management and assessment	• Organize workshop to academics and researchers	• Workshop	• February and July	• Director of IEB
		g. Creating faculty's own publication	• Faculty book (one for each faculty, biennial) • Creating UPMKB's own journal	• FAST (Natural Resources) • FSSM (Social Sciences) • Borneo Ecosystem Journal	• One volume in 2 years • 2 volumes per year • Start in 2021	• Director of IEB • Deans
		h. Collaborating with local and international publisher	• Special issues in journals • Identify publisher for proceedings, books, chapter in books etc.	• Approach Wiley, Elsevier etc.	• One special issue in 2 years	• Director of IEB

		i. Enhancing research commercialization	• Organize Commercialization Open Day to 'sell' academics and researcher	• Open day	• Once a year	• Director of IEB
		j. Rewarding active academics in research	• Setting internal fund to award staffs that are prolific in research	• Travelling fund for conferences (networking) – RM5000 • Set the category KPI Research (publication, research grants and postgraduate students)	• December every year	• Director of IEB • Deans
		k. Setting UPMKB Language Editing Services	• Setting an efficient, cost effective editing service	• Establish proof reading group	• May	• Mr. William Khoo • Mr. Nathaniel Woon
2. Improve quality of research postgraduates		a. Training on scientific writing	• Organize workshop to research postgraduate students	• 2 times per year	• February and August	• Director of IEB • Facilitator: Prof. Dr. Ahmed Osumanu, AP Dr. Phebe Ding, Prof. Ir. Dr. Nor Mariah
		b. Training on research postgraduate study management	• Organize workshop to research postgraduate students	• 2 times per year	• February and September	• Director of IEB • Facilitator: AP. Dr. Ibrani
		c. Encouraging GOT for research postgraduate students	• Shut Up and Write session • Motivation course • GOT Award	• Shut Up and Write Session, every Friday afternoon, • Postgraduate Club • Certificate for GOT Award	• Throughout the year	• Postgraduate supervisors • Director of IEB
		d. Creating opportunities for mobility i.e. attending conferences, international competitions and research attachment	• Search opportunities for travel grants, inside and outside of UPM	• Approach related entity e.g. SEARCA, JICA etc.	• Throughout the year	• Director of IEB • Deans • Head of Departments
3. Improve research environment		a. Providing facilities for research	• Monitor and maintain facilities for research • Charging of grant received for maintenance of labs	• SPK procedures • PI include lab maintenance in their research proposal	• Accordingly	• Principal Investigators • Director of IEB
		b. Catering the needs of researchers	• Seamless procedure to conduct research • Appointment of research assistant • Improve procedure for purchasing and traveling, utilizing research grants • Advance instruments	• Request for special funding • SPK procedures – reducing unnecessary procedures	• Accordingly	• Head of Administration • Director of IEB • Deans • Head of Departments
		c. Encouraging shared research	• Assess and reevaluate asset and facilities to avoid unnecessary purchasing • Shared lab based on research field	• Create database for research facilities • Monitoring usage	• Accordingly	• Director of IEB • Head of Finance • Head of Departments

OBJECTIVE 4

To enhance networking, community development, income generation and campus management

- Enhance collaborative programmes with local and international institutions
- Enhance alliance with the local and state government
- Expose UPMKB as preferred choice for higher education
- Enhance extension, consultation and community works
- Generate income
- Enhance management and administration
- Upgrade and improve campus facilities
- Implement Green Initiative

Members of discussion for Objective 4
Facilitators: **AP. Dr. Ong Kian Huat** and **Dr. Maulana Magiman**

No.	Name	Department / Unit
1.	Dr. Fadzillah Yusof	Jabatan Sains Sosial
2.	Dr. Maulana Magiman	Strategik, Komunikasi Korporat & Jaringan / Jabatan Sains Sosial
3.	Dr. Suziana Hassan	Jabatan Sains Perhutanan
4.	Dr. Wong Sie Chuong	Jabatan Sains dan Teknologi
5.	En. Jimmy Anjang	Pembangunan
6.	En. Mohamad Syukri Mohamad Adnan	Pembangunan & TPU
7.	En. Mohammad Nasir Hassan	Jabatan Sains Haiwan dan Perikanan
8.	En. Nalong Buda	Taman Pertanian Universiti
9.	En. Philip Lepun	Jabatan Sains Perhutanan
10.	En. Sat Maling	Taman Pertanian Universiti
11.	En. Semsolbahri Bokhari	Jabatan Sains Perhutanan
12.	En. Sylvester Igak Kana	Taman Pertanian Universiti
13.	En. Zaidi Talip	Pentadbiran
14.	LAr. Owen Yeo Thian Seng	Jabatan Sains Tanaman
15.	Pn. Siti Rajanah Abdul Aziz	Strategik, Komunikasi Korporat & Jaringan
16.	Pn. Zuraida Bakar	Kewangan
17.	Prof. Madya Dr. Ong Kian Huat	Pembangunan & TPU / Jabatan Sains Perhutanan

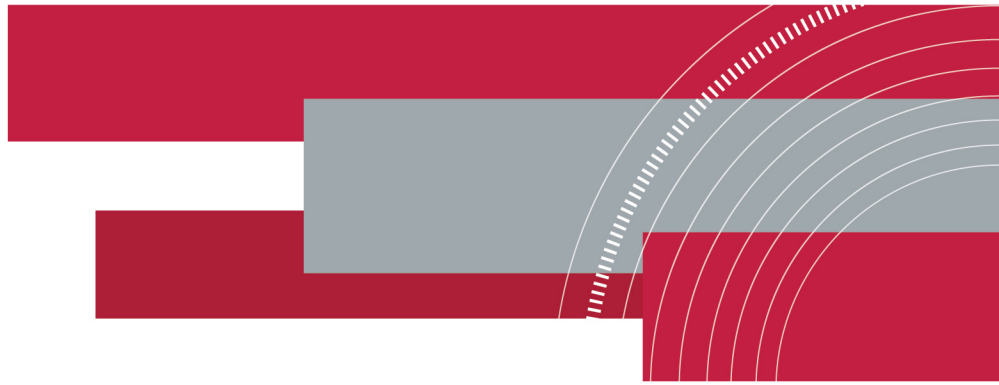**OBJECTIVE 4: TO ENHANCE NETWORKING, COMMUNITY DEVELOPMENT, INCOME GENERATION AND CAMPUS MANAGEMENT**

Facilitators: AP. Dr. Ong Kian Huat and Dr. Maulana Magiman

Strategy	KPI 2019	Action Plan	Notes / To Do	How?	When?	Who?
1. Enhance collaborative programmes with local and international institutions	a. 8, international program b. 3, mobility linkages program (1, FAST; 1, FSSM, 1, HEPA) c. 10, seminar and conferences organized	a. Organising events with relevant institutions	• Summer School • Competition (students / staffs) on innovation / debate	• International Summer School once every year • 2 programs by Student Affairs and Administration Office	• 2019 – COE • 2020 – FSSM • 2021 – FAST • 2022 – FSSM • 2023 – FAST	• Relevant coordinators • Head of Student Affairs • Head of Administration
		b. Creating consortium for institute of higher learning in Borneo	• Conference • Students and staffs exchange	• Each department 1 program	• Start in 2019	• Deputy Deans • Head of Student Affairs
2. Enhance alliance with the local and state government		a. Working closely with the local and state government on events, policy and regulatory	• Participation in relevant councils, events and committees	• Involvement in committees e.g. 2 committee each year	• Accordingly	• Head of Strategic and Corporate Communication • Deans
		b. Drafting working proposals to contribute for development of the state, within UPMKB's niche areas	• Proposal to develop rural area	• 1 event each year for every department	• Start in 2019	• Head of Departments
		c. Identifying adjunct professor among the state government high personnel	• Nominating influential candidate(s) that have work closely with UPMKB	• 2 adjunct professors in 5 years	• Accordingly	• Campus Director
3. Expose UPMKB as preferred choice for higher education	a. 35, academic promotion program b. 30, news c. 30, popular writing d. 10000, FB likes	a. Promoting UPMKB in relevant events	• Participating in education fair, agriculture expo, ministry initiative etc.	• Education Fairs – 10 locations • Agriculture Expo – 2 • Ministry initiative – 1 • International Edu Fair – 1	• Accordingly	• Head of Strategic and Corporate Communication
		b. Setting UPMKB Open Day	• Invite local community and related agencies	• One week after SPM / STPM results announced	• Once per year	• Head of Academics • Deputy Deans
		c. Promoting UPMKB in various media platforms to highlight event articles and special column	• Publish news, events and expert articles • Good networking with media • Conduct intellectual discourse every 2 months (FSSM) – data will be an input to produce articles • Target group – new students	• Increment of 10 news a year • Increment of 2 articles a year for FAST & 8 articles for FSSM • TPU – 1 article per year • Increment of 1,000 likes a year	• Accordingly	• Head of Strategic and Corporate Communication • Head of ICT
		d. Seeking assistance of alumni as brand ambassador	• Alumni ambassador to promote UPMKB • Alumni giving back program	• Appoint 1 ambassador a year • Organize 2 alumni program a year	• Start in 2019	• Head of Student Affairs

4. Enhance extension, consultation and community works	a. 12, network and development grants b. 30, networking to industry and community (20, consultation; 5, contract research; 250 internship agency; 5, staff's attachment; 50, event with industry c. 8, high impact program d. 10, number of courses to industry and community	a. Conducting programs and events benefitting community and industry	• Programs for community development • Networking • High Impact programs • Providing courses for extension activity • Charity programs • Agriculture courses	• Each department, 2 grants a year • Increment of 30 agencies a year (30, networking to industry and community • Increment of 2 high impact program a year • Increment of 2 courses a year • Each department organize a course each year	• Accordingly	• Dr. Aryati Alwie • Head of Strategic and Corporate Communication • Mr. Phillip • Head of TPU
		b. Assisting staffs by providing training, facilities and human resource support	• Providing courses for extension activity • Assisting and managing the needs of staffs for extension work with local community	• TOT • Support on logistics	• Accordingly	• Head of Administration • Head of Development
		c. Rewarding active staffs in extension, consultation and community works	• Setting internal fund to award staffs that are active in extension work	• Organize award ceremony each year	• Start in 2019	• Head of Administration • Head of Finance
5. Generate income	a. 28 %, income generation out from total operational expenditure b. RM 20000, training income	a. Saving	• Saving initiative on resources • Waqaf, zakat and endowment initiatives • Strategizing claims, overtimes of staff, etc.	• Per year income generation: Academic department (and IEB), RM10,000; TPU, RM30000; Summer School, RM49,000; Competition, RM10,000; TPU Open Day, RM12,000; Recreation Day, RM1,000; Rental, RM75,000; JINM, RM10,000 • Saving: Electric, water & phone bills; DIY; animal feed; flight ticket; travelling; PC rental; Contract staff; overtime; office supplies of RM500,000 a year	• Accordingly	• Head of Finance • Head of Departments • Head of TPU • Director of Development
		b. Charging	• Administration fees • Lab fees • Consultation fees	• Lab use – service • Course fees	• Accordingly	• Head of Finance • Head of Departments • Head of TPU • Director of Development
		c. Investing	• Investment in capital, facilities, asset etc.	• TPU RM8,000; Academic RM5,000; Conference RM25,000	• Accordingly	• Head of Finance • Head of Departments • Head of TPU • Director of Development
6. Enhance management and administration	a. 100 %, policy compliance QMS, EMS and ISMS b. 100 %, non-academic staff in training c. 5, staff going for mobility d. Top 3, UPM Website ranking	a. Maintaining management quality and standards	• Policy compliance on QMS, EMS, ISMS etc.	• Non-NCR and non-OFI	• Accordingly	• Head of Administration
		b. Restructuring and improving management	• Enhance autonomy • Removing 'red tapes' • Effective and transparent policy	• Benchmarking with other institutions	• Once a year	• Head of Administration

		c. Empowering human resource	• Nurturing talents • Trainings on work efficiency and ethics • Active performance monitoring	• Funding from university or own grant • Develop assessment form • Rotation of staff placement • Right person for the right place	• Accordingly	• Head of Administration
		d. Enhancing user experience in various platform e.g. website, social media etc.	• Benchmark with website of other universities • Managing complaints and inquiries efficiently	• At least 2 websites • 21 days after complaints received	• Accordingly	• Head of Administration • Head of ICT
		e. Increase staff knowledge and quality	• Training courses	• Compulsory 3 days training	• Accordingly	• Head of Administration
7. Upgrade and improve campus facilities	a. 8, 3-star room for postgraduate students	a. Improving and maintaining campus facilities	• Buildings • Roads • Electric and electronics • Residential (staff and student) • Allocate power meter for each room	• 8 unit (2 blocks) for 2019 • Allocate RM120,000 each year for maintenance • Upgrade according to financial status • Based on request	• Starts in 2019	• Head of Student Affairs • Head of Finance • Director of Development
8. Implement Green Initiative		a. Creating awareness for the environment	• Landscape management • Recycling initiative	• Allocate budget for Green Initiatives • Water saving initiatives (at least 1 project) • Saving paper usage (>5%) • Organizing Green Initiatives program (7 program PTJ / 1 program international level) • Build green barrier at PTJ (>20%) • Allocate OKU parking (>5%)	• Start in 2019	• Director of Development • Head of TPU • Head of Administration • Head of Departments • Head of Security
		b. Monitoring usage of resources	• Active monitoring by faculty, department, unit, office and individual • Save energy initiative • Save water initiative	• Saving energy usage 6%/year • Enhance implementation of Prosedur Penjimatan Elektrik EMS ISO 9001:14001	• Every year (any changes depends on Green Initiative Committee)	• Director of Development • Head of Administration
		c. Establishing UPMKB as green campus	• UPMKB as an edutourism and agrotourism center	• Introducing EduPark in UPMKB	• Start in 2020	• Director of Development

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