

Summary of UTM's Strategic Planning 2008 and Some Recent Developments

Office of Corporate Affairs
May 2008

SUMMARY OF UTM'S STRATEGIC PLANNING (TIOMAN 16-18 FEBRUARY 2008)

UTM has re-affirmed its vision and mission, and identified 4 strategic thrusts or key areas.

University's Vision

To be a world-class centre of academic and technological excellence

University's Mission

To be a leader in the development of human capital and innovative technologies that will contribute to the nation's wealth creation

University's Strategic Thrusts

T1 : Contribute to human capital development by providing quality education

T2 : Provide leadership & contribution through research & innovation

T3 : Achieve desirable image & branding that fulfills the requirements of stakeholders

T4 : Contribute to the society through community engagement and outreach

A set of strategic objectives is developed for each of the Balanced Scorecard perspectives of Customer/Stakeholder Perspective, Internal Process Perspective, Learning and Growth Perspective, and Financial Perspective. A summary of the strategic objectives is shown in the following table. A strategy map of visual representation, which indicates UTM's strategic priorities is also developed.

The strategic objectives of UTM are also mapped in a matrix relationship to indicate how UTM's Strategic Plan contributes to the **7 key areas** in the **National Strategic Plan for Higher Education**. The matrix of strategy-relationship is shown in the relevant table.

UTM Strategic Objectives in Balanced Scorecard Perspectives

UNIVERSITI TEKNOLOGI MALAYSIA – STRATEGIC OBJECTIVES			
STAKEHOLDER PERSPECTIVE	INTERNAL PROCESS PERSPECTIVE	LEARNING & GROWTH	FINANCIAL PERSPECTIVE
S1: Achieve Respectable International Ranking S2: Globally marketable & outstanding graduates S3: Market Driven Research Output S4: Up to date & industry-relevant curriculum S5: Focus on Niche in Engineering & Technology S6: Generate opportunities for life-long learning S7: Leader in Technology Education for National Development	P1: State-of-the-art facilities P2: Excellent R&D Management P3: Effective Decision making process & Empowerment P4: Continuous Academic Quality Improvement P5: Effective delivery system P6. Strong marketing & Branding Capability	L1: Obtain high Customer Satisfaction Index L2: Attract & retain key competent & productive staff L3: Inculcate culture of innovation	F1: Increase income, Reduce costs F2: Optimisation of Financial Resources

UTM Corporate Strategy Map



UTM-KPT Strategy Relationship Matrix

National Higher Education Key Areas		T1	T2	T3	T4	T5	T6	T7
		Widening Access & Enhancing Equity	Improving Quality of Teaching & Learning	Enhancing Research & Innovation	Strengthening Institution of Higher Learning	Intensifying Internationalisation	Enculturation of Lifelong Learning	Reinforcing Higher Education Delivery System
UTM Strategic Thrusts & Objectives	T1 : Contribute to human capital development by providing quality education	F1, F2	S2, S4, S5, P4, L1	L3	L2	S2, S6	S6, P4	S7, P3, P4, F2
	T2 : Provide leadership & contribution through research & innovation	F1	L2, L3	S3, P2, L3	L2	L2, L3		P3
	T3 : Achieve desirable image & branding that fulfills the requirements of stakeholders	P6, F1	P1, L1	S5, L3	P1, P2, P3, P4, L1	S1, P1, P6		P1, P2, P3, P4, P5
	T4 : Contribute to the society through community engagement and outreach	S6, P6, L1	L1	L1	L1	L1	L1	P3, F1, F2, L1

UTM Scorecard

UTM's scorecard developed during the strategic planning contains the measures of each strategic objective, the initiatives (or strategic steps) to be implemented, and the owners (or implementers) of each initiative. The scorecards for all the balanced scorecard perspectives are as follows :

STAKEHOLDERS PERSPECTIVE

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVES OWNERS
		2008	2009	2010		
S1: Achieve Respectable International Ranking	S1.1 Improvement in THES World University Ranking by 50 rung per year	400	350	300	Strengthened established fields of study (Technology, Natural Sciences / Life Sciences) Improve peer review Improve recruiter's review Establish linkages with renown univ and scholars Participate in national level ranking exercise Improve UTM's school profile	TNC(A&A) & TNC(P&I) Faculties & COE's

<p>S2: Produce Globally Marketable and Outstanding Graduate</p>	<p>S2.1 Increase graduate employability locally within 6 months, by 5% every year</p> <p>S2.2 % of students employed by international companies per year</p>	<p>70%</p>	<p>75%</p>	<p>80%</p>	<p>Establish graduate employability index (tracer study)</p> <p>Strengthen university-industry collaboration and networking</p> <p>Increase study abroad program</p> <p>Increase internship programs with MNCs</p>	<p>Faculties / CDC / HEA /Alumni</p>
<p>S3: Promote Market Driven Research</p>	<p>S3.1 Increase ratio (nos. of projects) of market driven to fundamental research</p> <p>S3.2 % increase in nos. of research projects that result in commercialization</p>	<p>10:90</p>	<p>30:70</p>	<p>40:60</p>	<p>Review Existing R & D Policy to meet the market, social demand and creating innovation</p> <p>Increase and support research projects with commercialization potentials</p> <p>Encourage industry partner participation at early stage of project definition/ proposal</p> <p>Work diligently towards RU.</p> <p>Collaborate with other private sponsors (eg SMIDEC, MeCD)</p>	<p>URC / BIP / RMC / UTSB / Univ assoc Company.</p>

S4: Provide up-to-date & industry- relevant curriculum	S4.1 Maintain high % satisfaction index from industry feedback	75%	80%	80%	Engaging practicing professionals to teach.	Faculties / TNC (A&I) // Dean of UG/ Alumni
	S4.2 Frequency of curriculum review	Every 2 years			Mandatory for all programs to have industrial internship	
	S4.3 Ensure (at any time) 20% of courses reviewed and updated annually	20%	40%	60%	Benchmarking with top universities	
	S4.4 % of graduate employability	70%	75%	80%	Conduct Industrial Feedback Survey	
	S4.5 % of the academic staff who are professionally qualified.	10%	15%	20%	Employers Survey of former graduates	
					Conduct continuous curriculum review & updating	
					Improve quality of teaching	
S5: Focus on Niche in Engineering & Technology	S5.1 Number of new niche areas developed per year in engineering, science and technology	10	12	15	Each faculty is to identify their niche areas. Univ management to confirm niche areas Technology scoping; Foresight	URC, Faculties / COE / RMC

S6: Generate opportunities for life-long learning	S6.1:% Increase in new programs introduced (executive, offshore)	5%	5%	5%	Identify and develop new lifelong learning programs	SPS, SPACE, BATC, CEPP, IBS, CASE, Faculties SPACE, BATC, CEPP, IBS, SPS
	S6.2:Increase Percentage of Post-Grad Students compared to students population	20%	30%	40%		
	S6.3: Increase the number of workshops/seminars/short courses/certificate programs.	5%	5%	5%	Aggressive promotional activities	
	S6.4: Increase number of industry attachments	5%	5%	5%		
	S6.5: Increase number of participants involvement in continuing educational programs	5%	5%	5%	Established MQA framework for Executive programs	

<p>S7: Lead in technology education for National Development</p>	<p>S7.1: Top 3 performers in meeting MOHE's strategic plan</p>	<p>5</p>	<p>4</p>	<p>3</p>	<p>Set-up Reporting System for data gathering & reporting</p>	<p>TNC's and Dean's of Faculties (S7.1.1:Total University-Industry joint project (S7.1.2: Number of Patented Products S7.1.3:Total Commercialized Product S7.1.4:% of Academic staff industry placements S7.1.5:% of Students industry placement S7.1.6:% of students obtained >3.5 CGPA S7.1.7:% of students obtained >3.0 CGPA S7.1.8:Ratio of 1st degree/Post Grad students S7.1.9:% of students GOT S7.1.10:Time % of students involvement in community services)</p>
--	--	----------	----------	----------	---	--

	<p>S7.2:% Increase in the community satisfaction index</p>	75%	80%	80%	<p>Conduct community feedback survey</p> <p>Involvement in IDR related projects</p> <p>Set up liaison office in IDR</p> <p>Collaboration with IRDA</p> <p>Improve corporate image</p>	<p>BIP,UTSB TNC (P&I)</p> <p>(S7.2.1:Number of projects(consultation)/year</p> <p>(S7.2.2: % of staff involvement)</p>
	<p>S.7.3:% or number of Involvement in Community/Welfare/ Social Services</p>	10%	10%	10%	<p>Involvement in High impact national Corporate Social Responsibility activities</p> <p>Set-up UTM Volunteer corps for social services.</p>	<p>Chancellery, TNC(HEPA), Co curriculum Unit</p> <p>(S7.3.1:Number of projects/yr S7.3.2: % of staff involvement S7.3.3: % of students involvement</p>

INTERNAL PROCESS PERSPECTIVE

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVES OWNERS
		2008	2009	2010		
P1: State-of-the-art facilities	P1.1 World renowned CoE	NA	1	2	Identify,upgrade and channel resources	TNC(P & I) and CoE (Ibnu Sina, IPASA, Wireless)
	P1.2 National renowned CoEs	1	2	3	Identify,upgrade and channel resources	TNC(P & I) and CoE CEPP, Marine Lab etc.
	P1.3 Smart campus – connectivity	70%	80% 100% (KL)	100%	Plan and enhance systems	CICT
	P1.4Minimum downtime for all equipment and services	10%	5%	0%	Identify and upgrade	CICT, Pej Harta Bina and all faculties and units
	P1.5Average age of lab equipment	Base Data	Base Data	5yrs	Equipment audit, upgrading, procurement etc	All faculties and units
	P1.6Average age of computer	Base Data	Base Data	2yrs	Computer audit, upgrading, procurement etc	CICT and Faculties

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVES OWNERS
		2008	2009	2010		
P2: Excellent R&D Management	P2.1 Client charter				Develop Client Charter	RMC and Faculties
	P2.2 Project grant per staff	20K:1	30K:1	50K:1	Establish policy through SKT	Faculties and RMC
	P2.3 Project per staff	1:1	2:1	>2:1	Establish policy through SKT	Faculties and RMC
	P2.4 Community based project per faculty	1	2	3	Identify viable projects	Faculties
P3: Effective Decision making process & Empowerment	P3.1 Leadership & mgt courses for administrators	1	2	3	Design, develop and deliver training programme	HRD
	P3.2 CSI on decision making process	New	80%	90%	Develop, implement and monitor	Faculties and units
	P3.3 Client charter for all units	70%	80%	90%	Develop, implement and monitor	Faculties and units

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVES OWNERS
		2008	2009	2010		
P4: Continuous Academic Quality Improvement	P4.1 CGPA > 3.5	10%	15%	25%	Academic auditing, academic advisory and support system	TNC(A&A) and Faculties
	P4.1 CGPA > 3.0	70%	80%	90%	Academic auditing, academic advisory and support system	TNC(A&A) and Faculties
	P4.3 Graduate on Time GOT (UG & PG)	60%	70%	80%	Academic auditing, academic advisory and support system	TNC(A&A) and Faculties
	P4.4 Academic staff with PhD	40%	50%	70%	Recruitment and promote further studies	HRD and Faculties
	P4.5 Accredited programmes by professional bodies	80%	100%	100%	Identify and prepare schedule for accreditation	Faculties and Academic Quality Unit
	P4.6 Programme review every 3/5 yrs	100%	100%	100%	Establish regular audit	TNC(A&A) and Faculties
	P4.7 External examiner	80%	100%	100%	Schedule visits	Faculties
	P4.8 Academic staff with professional education and qualifications			30%	Establish inter and intra university professional accreditation bodies	TNC(A&A) and Academic Quality

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVES OWNERS
		2008	2009	2010		
	P4.9 Academic programmes Audit	50%	70%	100%	Prepare QA document and Self - Evaluation	Faculties and Units

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVES OWNERS
		2008	2009	2010		
P5: Effective delivery system	P5.1 Web based delivery system	10%	20%	50%	1) Appoint solution provider 2) Develop, install and operate systems	CICT, Faculties and Units
	P5.2 Executive Decision Support System	New	50%	100%	1) Appoint solution provider 2) Develop, install and operate systems	CICT
	P5.3 SOP on management processes	40%	60%	100%	1) Appoint solution provider 2) Develop, install and operate systems	Registrar

LEARNING AND GROWTH PERSPECTIVE

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVES OWNERS
		2008	2009	2010		
L1: Obtain high Customer Satisfaction Index	Percentage of staff with professional qualification (e.g. Ir, Ar etc)	5%	7%	10%	1. Cost absorbed by university 2. Collaborate with all professional bodies to facilitate professional qualification	Registrar and Bursary
	Percentage of industrial experienced staff	5%	7%	10%	1. Enhance university-industrial linkages 2. Incentive for staff with industrial experience	Registrar, TNC(A & A)
	Number of accredited labs	3	5	9	1. Create accreditation programme for selected lab	TNC(A & A)
	Percentage of student mobility with credit transfer (local and international)	0.05%	1%	2%	1. Establish Vice-Chancellor International Mobility Scholarship (Allocation from MOHE)	TNC(P&I)

	Percentage of recognized/accredited programmes by international agency (e.g IChemE,ICE)	10%	20%	30%	<ol style="list-style-type: none"> 1. Increase number of international academic staffs 2. Obtain accreditation and conduct regular accreditation exercise 	TNC(A & A)
	No of active MOU/MOA/collaboration with industry, national and international agency	60%	70%	80%	<ol style="list-style-type: none"> 1. Engage key industrial personnel in advisory panel, as adjunct staff, as visiting staff 2. Increase exchange of staff and students with international university and research lab 3. Create funding for projects under MOU/MOA/collaboration 	TNC(A & A)
L2: Attract & retain key competent & productive staff	Staff Satisfaction Index (SSI)	60%	70%	80%	1. Conduct SSI survey or exercise	Registrar
	Hours of attending courses, seminars, and training per year	40	50	60	1. Provide fund for courses, seminar, training	TNC(P & I)

	Percentage of academic staff getting attractive remuneration package (RM 30K/month)	1%	2%	3%	1. Implement attractive remuneration package	Registrar & Bursar
	Percentage of lecturers on sabbatical	50% (currently qualified)	75% (currently qualified)	80% (currently qualified)	1. Facilitate staff application 2. Provide more attractive funding for overseas attachment 3. Simplify application procedure for overseas attachment	TNC (P & I)
L3: Inculcate culture of innovation	No of IP filing (excluding patent)	100	150	200	1. Establishment of Technology License Office (TLO)	TNC(P & I)
	No of patent filing	70	70	70	1. Provide financial incentive 2. Equity in spin-off companies	TNC (P & I)
	No of products patented	1 per 50 products	1 per 20 products	1 per 10 products		
	No of products commercialized	1 every 50 products	1 every 20 products	1 every 10 products		
	Amount of grant/staff/year	RM 50K	RM 75K	RM 100K	1. Secure professor chair for endowment fund 2. Include in annual staff appraisal (SKT)	TNC (P & I)
	No of awards (national/international)	20	30	40	1. Increase number of participation 2. Provide funds for participation 3. Creation of break-through products	TNC (P & I)

	Innovation/research award per faculty	3	5	7	1. Provide funds for participation	TNC (P & I)
	Percentage of staff on post-doctoral programme	1% of currently qualified	2% of currently qualified	3% of currently qualified	1. Encourage staff to continue research after Ph.D	TNC (P & I)
	Percentage of student involvement in research and innovation	1%	2%	3%	1. Establish Undergraduate Research Opportunity Programme (UROP) 2. Create awards for student research and innovation work 3. Student design/research competition per faculty	TNC(A & A)
	Percentage of staff involve as principal researcher	20%	40%	60%	1. Review academic load; reduce teaching load; increase research load	TNC (A & A); TNC (P & I)
	Maintain and upgrade to world class Research University	75% compliance	80% compliance	85% compliance	1. Identify COE to be upgraded to MOHE institute	TNC (P & I)

	Percentage of post-graduate research students	15%	20%	30%	<ol style="list-style-type: none"> 1. Increase number of post-graduate students 2. Provide loans and assistantship 	TNC (A & A)
	Ratio of permanent research staff (RO/ARO/RA) to academic staff	1:75	1:50	1:40	<ol style="list-style-type: none"> 1. Create post and career path 	TNC (P & I) and Registrar
	Percentage of staff with Ph.D	45%	55%	65%	<ol style="list-style-type: none"> 1. Compulsory for staffs 45 years and below 2. No job confirmation 	TNC (P & I)
L4: Cross Cultural Understanding & Tolerance	Cross-cultural tolerance index (CCTI)	50%	60%	70%	<ol style="list-style-type: none"> 1. Conduct cross-cultural tolerance survey 2. Induction course for international office 3. Annual cultural event 	TNC (HEP);TNC (A & A)

FINANCIAL PERSPECTIVE

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVE S OWNERS
		2008	2009	2010		
F1: Increase revenue, reduce cost	F1.1: Increase revenue to finance 20% of operating costs (5% increase per year)	5%	10%	20%	1. Increase in utilization of UTM asset and facilities, and reduce duplication (asset mgt.) 2. Increase enrolment of post graduate students 3. Encourage all students to stay in campus 4. Increase consultation revenue 5. Increase revenue from short courses, training, conferences, publications and information repository (IR) 6. Increase revenue from commercialisation 7. Convert waste to wealth (e.g. energy conversion & mgmt etc) 8. Utilise natural resources to generate energy & utilities. 9. Revenue from franchising and smart partnership of academic and training programs	1. Bursary 2. Dean of SPS 3. TNC HEP 4. UTSB, BIP, CoEs. 5. SPACE, CoEs. 6. BIP, UTSB 7. TNCP 8. TNCP 9. SPACE, UPPK, CoEs

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVE S OWNERS
		2008	2009	2010		
	F1.2: Annual increase of 5% of revenue from diverse sources (20% by 2010)	5%	10%	20%	1. Increase investment 2. Utilisation of land bank for higher value added activities (e.g. sawit plantation to be better utilised) 3. Increase endowment 4. Increase grant 5. Increase sponsorship	1. TNCP 2. TNCP 3. TNC-HEP 4. TNCP 5. Deans

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVE S OWNERS
		2008	2009	2010		
	F1.3: Annual % reduction of operating expenditures (25% by 2010)	8%	16%	25%	1)Reduce wastages (papers, food, traveling etc) 2)Reduce utility bills 3) Reduce theft via improved security systems through automation and surveillance system 4) Increase own capabilities to repair and maintainance of equipments 5) Promote recycling and waste reduction 6) Moved toward paperless office 7)Utilisation of indigeneous technology and smart building implementation 8)Promote healthy lifestyle	TNCP and Deans
	F1.4: Improve academic staff productivity by 25%	8%	16%	25%	1. Outsource non-core business activities (e.g. support staff) 2. Conduct Training Needs Analysis 3. Employee fit-to-job specification 4. Retrain and reassign less productive personnel	1-2 Chancellery 3-4 HRD, Deans

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVE S OWNERS
		2008	2009	2010		
	F1.5: Improve non-academic staff productivity by 50%	15%	30%	50%	1. Decentralisation of selected facilities (e.g. Harta Bina, CICT) 2. Conduct Training Needs Analysis 3. Employee fit-to-job specification 4. Retrain and reassign less productive personnel	1-2 Chancellery 3-4 HRD, Deans

STRATEGIC OBJECTIVES	KPI	TARGETS			INITIATIVES	INITIATIVES OWNERS
		2008	2009	2010		
F2: Optimisation of Financial Resources	F2.1: Full compliance (100%) of clean audit certification	100%	100%	100%	1. Application of value mgt. for managing project 2. Enhance the accountability of financial mgt. e.g. Auditing compliance 3. Incorporate risk mgmt framework in financial planning	Bursary
	F2.2: Percentage reduction of bad debt at 10% per year (up to 30% by 2010)	10%	20%	30%	1. Engagement of debt collector services 2. Enforce legal actions	Bursary
	F2.3: % of expenditure spent vs planned	90%	95%	100%	1. Effective Planning 2. Good execution and control mechanisms 3. Reprimandation for non conformance	Bursary

Recent Developments

Recently, there are several developments intended or planned or taking place in response to various changes in higher education. Some of the indicative developments transpired from the strategic planning activities are as follows :

- ▶ UTM will continue to pursue strategic efforts to improve our world ranking in Times Higher Education Supplement (THES) world university ranking. A more strategic approach is being implemented to improve our Peer Review through a series of high-impact visits and networking activities with selected peer universities. Internationalization activities will be intensified to improve our visibility at the world stage and develop new partnerships and strengthening existing ones with renowned universities. UTM will also pursue other ranking system including the OIC University Ranking to improve our image and international standing.
- ▶ Upgrading the UTM KL City Campus into an international academic centre with world-class infrastructure to attract more international staff and students. High-caliber managers and staff will be assigned to run the City Campus, as it is closer to customers and major stakeholders, the big industry players and major corporations, international linkages and wider corporate communication and partnerships. The College of Science and Technology at the City Campus will focus on multi-disciplinary areas, and our centres of excellence will focus on graduate studies, research and professional development programmes.
- ▶ The Graduate School will be re-structured into two main divisions, namely the Engineering Graduate School and Science Graduate School, both with international outlook. Staff with strong postgraduate research and teaching will be pulled to the Graduate School, as the number of local and international postgraduate students will be increased.
- ▶ UTM has submitted the application for Research University status and now awaiting audit visit, which will take place in May 2008. If UTM is awarded the RU status, major structural changes in research management and decision-making will take place. High-caliber researchers with excellent track records will be pulled to the Research Management Centre, which will become an international research centre. World-renowned researchers and visiting professors will become the leading figures at the centre and drive international research at UTM. The University will also form a one-stop centre Technology Licensing Office (TLO), which will promote innovation and exploit the research outcomes through various forms of commercialization. The TLO will be run by a group of professionals and business personnel.

- ▶ Our existing Centres of Excellence (COEs) will be linked to the Research Management Centre and will be sufficiently empowered to operate more efficiently and effectively, but are not involved in offering academic program or academic management. The COEs are expected to be active in research activities and targeted to generate income from external sources (research grants, contract research funding, consultancy etc.) of up to 70% of its operational costs.
- ▶ The management of academic affairs and teaching and learning will be the focus of the Faculties. Faculty-based academic staff will focus on undergraduate teaching whereby the curriculum will give more emphasis on outcome-based education (OBE), problem-based learning (PBL) and introducing service learning through Undergraduate Research Opportunity Programme (UROPO) and Undergraduate Partnership Opportunity Programme (UPOP)
- ▶ Restructuring and strengthening of the Corporate Office to enable a wider area of responsibility in strategic functions. The Office will play a pivotal role in ensuring the implementation of the transformation plan, progress tracking and monitoring, as well as strategic reviews and improvement. Sufficient manpower is to be ensured in order to enable the Office to effectively manage the strategic planning implementation, quality and risk management system, web and corporate marketing, ranking, strategic alliances and partnerships, all of which are critical for the transformation.

UTM has also submitted a Request for Proposal for Track 1 APEX University initiative in 2008 and the proposal has been short-listed for presentation to the APEX Selection Committee at MOHE on the 14th of May 2008. If UTM is not selected for the APEX status, the University will submit the proposal for Track 2 in 2009, which involves the transformation of UTM's selected centers of excellence to world-class position.

In the APEX university application, UTM has identified the general transformation plan to transform the university into world-class institution. We envision our university to be transformed into a community (market) driven Innovation University characterized by:

- A leader in higher education that focused on engineering and technology, and is recognized internationally for its academic excellence
- A university that is known for international competitiveness and local/regional relevance through research and innovation
- A regionally-engaged university that contributes to National Innovation System through community-driven innovation with global perspectives
- A university that promotes service learning, provides lifelong learning opportunities and encourages community engagement

- A university with value-driven institutional culture that provides an intellectual home for the rich diversity of academic talents
- A university that is seen as an economic asset by the industry, developers and partners which acknowledge its role as a prominent contributor to economic growth and competitiveness

We have identified five critical areas (or domains) for our transformation to achieve our end-state vision, namely the **Human Capital, Student Body & Academic Program, Research & Innovation, Culture & Governance, and Infrastructure**. UTM perceives transformation as a multifaceted and integrated process by which the university continuously improves and renews itself in an ongoing effort to represent its vision, mission and institutional values. Transformation has to permeate the entire university and involve all members of the university community and underpin all of its activities.

In order to initiate the transformation plan, we have identified five major projects that will become the ‘catalyst projects’ to propel UTM into world-class status within next 10 years. These projects which are identified from the transformation domains are :

1. Develop 3 Mega Centres of Excellence in selected (new) areas while strengthening existing centres and partnering with major national players in niche areas (e.g. Aerospace-ANGKASA, Telecommunication-MIMOS)
2. Develop UTM’s own Teaching Company for Student Professional Internship
3. Develop World-Class Graduate Education
4. Develop Quality Undergraduate Education
5. Develop World Class Digital Infrastructure

UTM’s transformation journey is depicted in the following diagram:

