



STRATEGIC 2021 - 2025 *Plan*

Inclusive • Global • Sustainable







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2020

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Our Chairman The Message



As we stride forward into the 21st Century, it is an opportune time for us to consolidate our strengths and identify opportunities for further development, so as to steer Universiti Malaysia Sarawak (UNIMAS) to the next level of excellence.

It is our great pleasure to present UNIMAS Strategic Plan 2021-2025, which outlines the university's values and goals we have identified to help UNIMAS realise its full potential and to inspire greatness in our stakeholders.

This strategy demonstrates our commitment to achieving transformation and excellence through our core functions of creation, dissemination and exchange of knowledge, as well as through our engagement with stakeholders and communities.

Our Strategic Plan 2021-2025 represents the collective inputs from the entire community of UNIMAS. They have expressed their views on the key developments both within the university and beyond, thus helping to define the future of our university. This input has been crucial, as we and our stakeholders are all responsible for shaping the future of the university.

We hope that this plan will be a source of inspiration for the entire university community. With a joint effort, we will be able to contribute to a better future. We intend to aim high, leap boundaries and be bold in our endeavours. We seek to bring together the best minds and talents to work together in UNIMAS and to go out into the world to improve the community.

The goals we aspire to accomplish will in time translate into milestones of which we can be proud of.

Tan Sri Datuk Seri Panglima Sulong Bin Matjeraie
Chairman

Our Vice Chancellor

The Message

Universiti Malaysia Sarawak has been progressing and developing steadily and consistently for nearly three decades, leaving indelible impacts on our stakeholders. Over the years, the community at large has benefited tremendously from the establishment of UNIMAS, right in the heart of Borneo.

However, the dynamic of the higher education landscape and new challenges ahead require UNIMAS to adapt not only to remain relevant but also to rise to the occasion of fulfilling its role in spearheading inclusive and sustainable transformations at the regional and global stages.

UNIMAS Strategic Plan 2021-2025 has been documented following a series of extensive engagements and consultations with the management, staff, students and stakeholders of the university. The Strategic Plan 2021-2025 is an ambitious articulation of our vision for UNIMAS to be a leading global university and to strengthen our position nationally, with strong foci on a sustainable future.

The Strategic Plan is founded with the purpose of creating an environment in which highly talented people can thrive. After all, it is the students, staff, alumni and stakeholders of UNIMAS who make this university a great institution. In a large organisation where significant decision-making is devolved to staff at various levels, it is important that the planning and reviewing processes take into account the limited resources while at the same time optimises the effort to realise the University's strategic objectives.



The Strategic Plan will continue to be the key document in our cycle of planning, delivery and accountability, providing focus for the University over the next five years. The commitment and initiatives contained within the Strategic Plan will form the basis for annual planning and resources allocation as faculties, institutes and divisions consider their optimal use of resources to maximise progress towards higher performance and international standing sought by the university.

To achieve this strategic plan, we must respond to changes and devote our time and energy to activities which will bring the university to a greater height. I look forward to your ongoing support as we continue the great effort to establish UNIMAS as a leading university, in Malaysia and beyond.

Prof. Datuk Dr Mohamad Kadim Suaidi
Vice Chancellor

OUR VISION

A Leading Global University for a Sustainable Future

OUR MISSION

To enhance the social and economic impacts on the global community through the pursuit of excellence in teaching, research, and strategic engagement





Our Values



Integrity

We uphold accountability and fully commit to exceptional work ethic.



Tenacity

We do not give in to hardships. We practice persistence and resilience in managing and solving challenges.



Equity

We embrace differences and work towards a safe environment that values, respects, and offers fair opportunities to everyone in our community.



Exemplary

We continuously strive to become role models to others through outstanding conducts in both professional and personal contexts.



Collegiality

We value unity. We collaborate and cooperate towards achieving collective goals for the betterment of the University.

A young orangutan with reddish-brown fur is sitting on a large, grey rock in a dense, green forest. The background is filled with various types of tropical plants and trees, creating a rich, natural setting. The lighting is soft, highlighting the textures of the leaves and the monkey's fur.

Our Region

Borneo, the third largest island in the world, forms the heart of the Malay Archipelago. Its rich, flourishing biodiversity means that it is a pivotal location for scientific explorations. Borneo was the centre of the discovery published in the Sarawak Law paper by the renowned naturalist Alfred Russel Wallace. The paper would go on to shape the scientific world's perception regarding the mechanisms of evolution.

Borneo's cultural heritage is also amongst the richest in the world. As part of this extraordinary island, Sarawak hosts an incredible plethora of tangible and intangible cultural inheritance. Our ancient rainforests shelter thousands of endemic species, whilst our limestone caves have been designated as a UNESCO World Heritage Site.



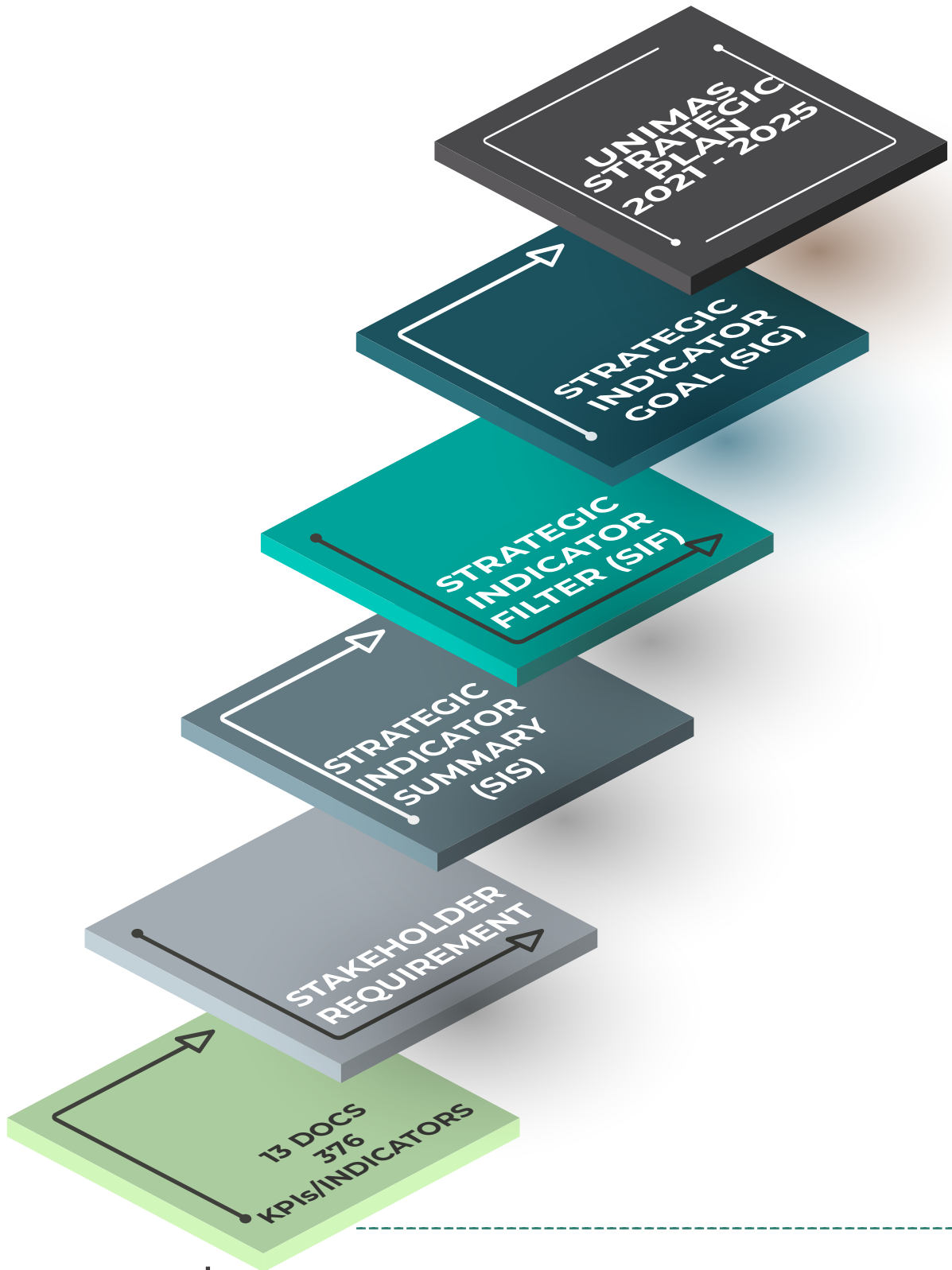
Our Journey & Success

In 2016, we launched the UNIMAS Strategic Plan with the theme “Sustainability for Diverse and Dispersed Communities”. In the five years that followed, we have achieved numerous accomplishments. From teaching and research to community commitments and engagements, our endeavours have been widely recognised. Over the years, UNIMAS has steadily engraved its name in the global arena as the region’s top university of choice.

We are proud to say that UNIMAS has been consistent in our pursuit of excellence.

Persediaan strategi
menentukan
kejayaan

Tun Dr Mahathir Mohamad



FRAMEWORK

SEPTEMBER 2019

Strategic Plan 2021 - 2025

Work Process Undertaken

WORKSHOPS

BENGKEL PEMURNIAN PELAN STRATEGIK 2021-2025 UNIMAS	11-13 SEPTEMBER 2020	DAMAI BEACH RESORT
BENGKEL PELAN STRATEGIK 2021-2025 UNIMAS	3-5 SEPTEMBER 2020	PULLMAN KUCHING
BENGKEL PEMETAAN PELAN STRATEGIK 2021-2025 UNIMAS	29-30 JUNE 2020	UNIMAS
BENGKEL PENJAJARAN PELAN STRATEGIK 2016-2020 & 2021-2025 UNIMAS	14 MARCH 2020	RIVERSIDE MAJESTIC
PRA-BENGKEL KETUA STRATEGI FAKULTI	6 MARCH 2020	UNIMAS
TAKLIMAT KETUA STRATEGI FAKULTI	26 FEBRUARY 2020	UNIMAS

MEETINGS

STRATEGIC FOCUS OWNER MEETINGS (SIG ALIGNMENT)	3 AUGUST – 2 SEPTEMBER 2020	UNIMAS
PEMBENTANGAN KEPADA KETUA STRATEGIK FOKUS (SF OWNERS) / PENGURUSAN TERTINGGI	30 JULY 2020	UNIMAS
PERBINCANGAN SUSULAN BENGKEL	15 JULY 2020	UNIMAS
PERBINCANGAN BERSAMA DEKAN FAKULTI	11 JUNE 2020	ZOOM MEETING
MESYUARAT BERSAMA KETUA STRATEGI FAKULTI	10 JUNE 2020	ZOOM MEETING

TOWN HALL SESSIONS

SESI TOWN HALL (PENGURUSAN FAKULTI)	17 SEPTEMBER 2020	UNIMAS
SESI LIBATSAMA ULC, UNIC, USC	9 JUNE 2020	UNIMAS
SUMBANGSARAN MAJLIS DEKAN	17-21 NOVEMBER 2019	PENANG
KONVENSYEN HARI PENTADBIR 2019	16-18 AUGUST 2019	SRI AMAN

- | | | |
|----------------------------|---------------|---------------|
| 1. UNIMAS SP (2016 - 2020) | 6. QS AUR | 11. THE AUR |
| 2. MEB 2015 - 2025 | 7. QS WUR | 12. THE YOUNG |
| 3. SETARA | 8. QS STARS | 13. UN-SDGs |
| 4. MYMOHES | 9. THE IMPACT | |
| 5. MYRA | 10. THE WUR | |

2016

4th Annual Vice Chancellor Address themed "Komitmen Bersama Ke Arah Kecemerlangan"

Launching of UNIMAS 2016-2020 Strategic Plan themed "Sustainability For Diversed & Dispersed Communities."

Rebranding and upgrading of the Centre for Language Studies to the Faculty of Language and Communication as UNIMAS 9th faculty.

World Top 8 Young Health Innovators

UNIMAS graduate, Dr Dhesi Baha Raja, received the recognition from Harvard University for his success in producing AIME (Artificial Intelligence in Medical Epidemiology), an algorithm that can predict dengue outbreaks. AIME was used in Rio during the 2016 Olympics to identify areas of Zika virus breeding hotspots.

2017

5th Annual Vice Chancellor Address themed "Merentasi dan Melangkai 25 tahun"

Celebration of UNIMAS 25th Anniversary.

1st public university to use digital identification for all students and staff through QR Code.

Merdeka Award 2017

Professor Dr Balbir Singh received the award under the Health, Science and Technology Category for his outstanding contribution to the discovery of a new cause of human malaria, Plasmodium knowlesi, a parasite commonly found in monkeys; a finding that changed the understanding of malaria and how it is treated in the country and around the world.

ASEAN Leadership Award on Rural Development and Poverty Eradication 2017

The eBario project received the award during the 10th ASEAN Ministers Meeting on Rural Development and Poverty Eradication.

The ASEAN Best Practice for Renewable Energy Award

The Micro Hydro system project in Kampung Pa' Ramapoh which involved holistic research with several faculties won The ASEAN Best Practice for Renewable Energy Award 2017 in Manila, Philippines.

2018

6th Annual Vice Chancellor Address themed "Teguh Bersama"

The establishment of the Faculty of Built Environment as UNIMAS' 10th faculty.

The Completion of The Cube.

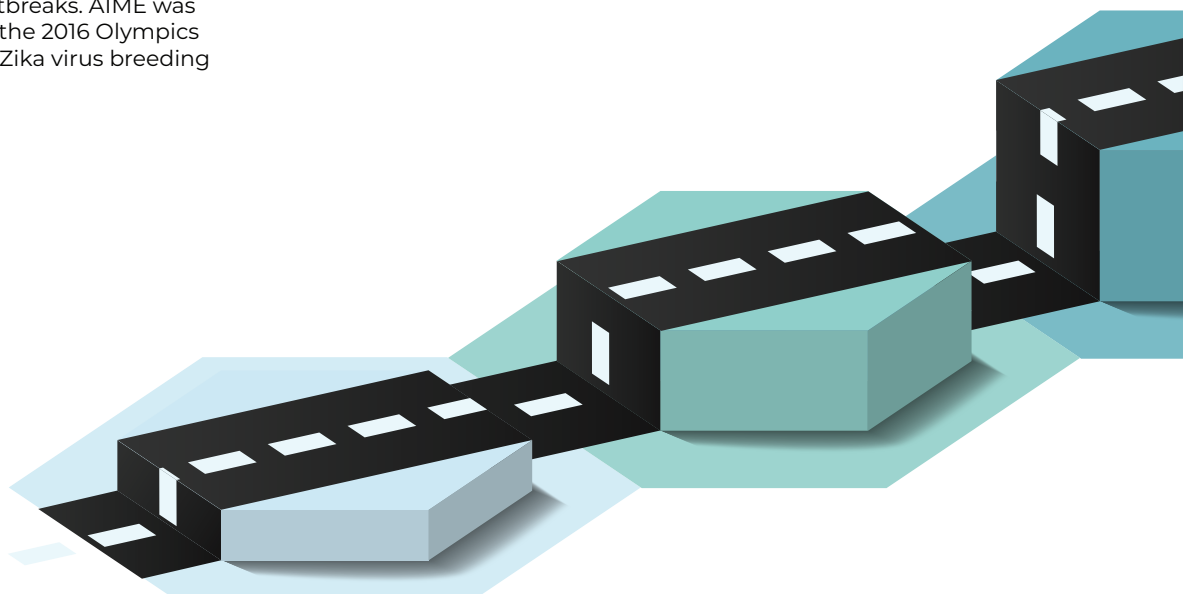
Times Higher Education

1001 in the World
801 in the World for Engineering & Technology

QS Asian University Rankings

UNIMAS was ranked 236 and made it to the Top 2% of 11,900 universities in Asia.

In the QS Star Rating, UNIMAS successfully obtained a five-star rating (5 Stars) in teaching, graduate marketability, facilities, and inclusiveness.



2019

7th Annual Vice Chancellor Address themed "Nurturing Future Graduates: Strengthening Teaching Excellence, Enhancing Student Experience"

UNIMAS became the first university in Malaysia to receive accreditation from The Institute of Chartered Accountants of Scotland (ICAS).

THE Awards Asia 2019

UNIMAS was the only university in Malaysia and Southeast Asia to be shortlisted in two categories:

- Outstanding Support for Students Award
- Technological Innovation of the Year Award

Melisa Malini Raja Gopal from the Faculty of Language and Communication was selected for the Fulbright Foreign Language Teaching Assistant Program by the Malaysian-American Commission on Educational Exchange.

Dr Arnold Puyok from the Faculty of Social Sciences and Humanities was selected for the International Visitor Leadership Program by the government of United States.

Chrisen R Gomez, an alumni from the Faculty of Resource Science and Technology, was awarded the Merdeka Award Grant for International Attachment 2019 for his research titled Development of Long-Term Genetics Study of Sunda Clouded Leopard and Sympatric Carnivores.

Renewable Energy-Off Grid Power Award

UNIMAS won this category at the National Energy Award (NEA) 2019 for the micro hydro project in Kampung Assum, Padawan.

2020

8th Annual Vice Chancellor Address themed "Nurturing Future Graduates: Inclusive.Global.Sustainable"

UNIMAS Teaching Hospital groundbreaking ceremony

Merging of Bunga Raya College and Kolej Tun Ahmad Zaidi to be Kolej Tun Ahmad Zaidi

Times Higher Education

501 in the World for Business & Economy

THE (Times Higher Education) Impact Rankings

201 in the World

THE Awards Asia 2020

UNIMAS was the only university in Malaysia and Southeast Asia to be shortlisted in three categories:

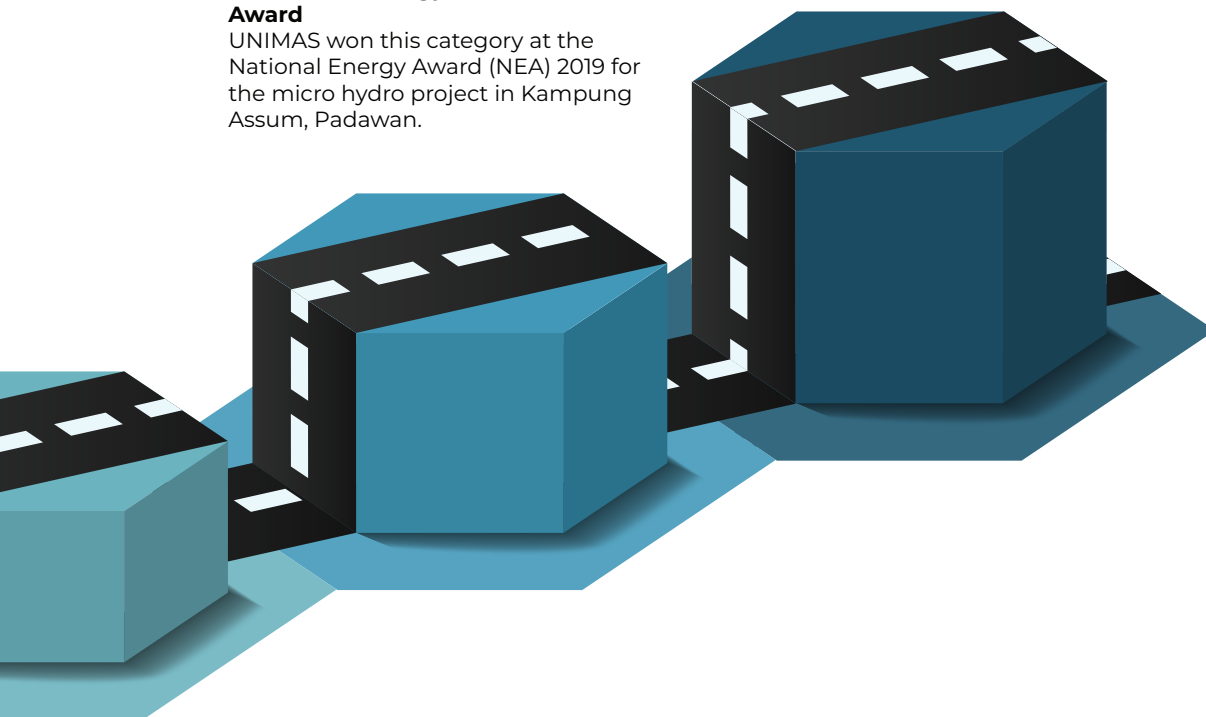
- International Strategy of the Year
- Excellence and Innovation of the Arts
- Workplace of the Year

THE Asian University Rankings

801 in the World

THE World Young University Rankings

351 in the World



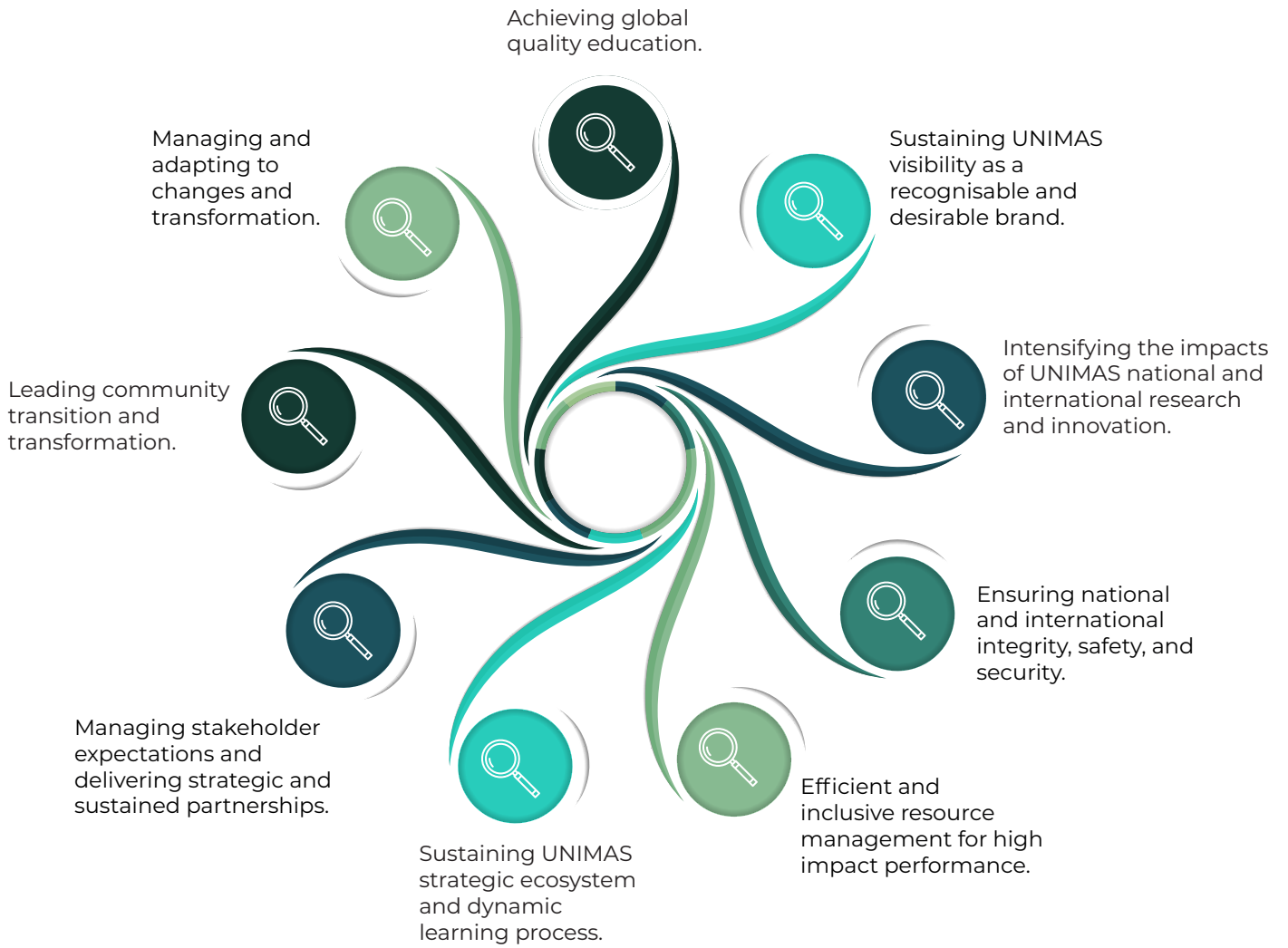
Our Accomplishments

An aerial photograph of a large university campus. The central focus is a tall, white, modern tower with a unique, flared top. To the right of the tower is a large, calm lake. The campus is filled with various buildings, mostly with green roofs, and is surrounded by lush green trees and lawns. In the background, a city skyline and distant mountains are visible under a clear blue sky.

Our Strategic Concerns

As part of our strategic plan development, we engaged our campus community and stakeholders to identify our strengths and constraints as well as the challenges that we should focus on. This initiative started in September 2019.

As part of the process, we examined 13 international and national documents pertaining to higher education, comprising 376 key performance indicators. We also explored the UNIMAS context to identify current and emerging concerns. To ensure that our strategic planning is a multi-party discourse, we conducted four townhalls, six workshops, and three meetings, engaging with thousands of people from all levels of the university community.





Our Aspirations
**Future-Ready
Graduates**
Strategic Focus 1

Education is a continuous
process, with a beginning
but without an end

Tun Abdul Rahman Ya'kub

Desired state

We look forward to seeing competent future graduates who are ready to command the future. We want our graduates to be able to create, apply, and connect knowledge in order to contribute effectively to the community. In addition, they should be able to provide solutions, overcome complex problems, and manoeuvre challenges during uncertain and fluid situations. Equally important is ensuring that our education is inclusive, that every individual has the rights to get the best education.

Why it matters

Universities need to minimise the mismatch between their supply of graduates and employers' requirements. It is thus imperative for UNIMAS to equip our graduates with the skills to navigate uncertainties and to move from being job seekers to job creators.

Strategic Commitment (SC)	Strategic Initiative (SI)	Key Performance Indicator (KP)
SC 1 Strengthen Curriculum Design and Delivery	SI 1 Provide agile transformative inclusive educational experience	KP 1 Number of academic programmes implementing future ready curriculum
		KP 2 Number of students completing APEL C and APEL A assessment processes
	SI 2 Provide flexible education and widen learning opportunities	KP 3 Number of students involved in commercial programmes
		KP 4 Number of academic programmes ready for open distance learning
		KP 5 Number of MOOCs for micro credentials and/or credit transfer with industry
SC 2 Advance Academic Quality	SI 3 Strengthen and enhance the academic quality processes and procedures	KP 6 Number of academic programmes implementing quality assurance
	SI 4 Quality of graduates	KP 7 Percentage of Graduate-on-Time based on Intake (iGOT) for Bachelor programmes
		KP 8 Percentage of Bachelor Graduates being employed based on tracer study
SC 3 Enhance Student Campus Life Experience	SI 5 Increase students satisfaction for university services	KP 9 Percentage of student satisfaction based on the Student Satisfaction Index (teaching, facilities, and support services)
	SI 6 Enculturate volunteerism among students	KP 10 Number of volunteer participants
	SI 7 Build university visibility in community engagement	KP 11 Percentage of compliance to community opinion and impact
	SI 8 Strengthen the support system for entrepreneurial learning and ecosystem	KP 12 Number of students involved in entrepreneur programmes



Our Aspirations
**Research
Excellence**
Strategic Focus 2

We intend to create impactful research that is appropriate, accessible, and affordable to the communities that we serve

Prof. Datuk Dr. Mohammad Kadim Suaidi

Desired state

To create impactful translational research that benefits the community at large through the engagement, strengthening, and intensification of research enculturation among our academics.

Why it matters

Research plays a vital role in transforming and revolutionising nations and societies. In UNIMAS, excellence in research ecosystem means to be innovative and to actively produce impactful and applicable research outputs that create values to industries and societies globally. The impact of research output is enhanced through multidisciplinary collaborative efforts among researchers. Wealth-generating commercialised research products will provide benefits to the community, government, industry, and academia.

Strategic Commitment (SC)	Strategic Initiative (SI)	Proposed KPI (KP)
SC 1 Strengthen and Intensify Research Enculturation	SI 1 Increase number of principal investigators through research capacity building/ programmes in providing grants to non-PIs	KP 1 Number of Principal Investigator
	SI 2 Elevate research by securing industry, international, and national grants	KP 2 Amount of grant through KPT/International/ Industry
SC 2 Enhance Research Impact	SI 3 Create translational research to Impact society & enterprise	KP 3 Number of publication in WOS/ISI
		KP 4 Number of publication in SCOPUS/ERA
	SI 4 Enhance citations in indexed journals, publications and books	KP 5 Number of citation per staff
	SI 5 Focus on industry-driven and community-driven research impact activities	KP 6 Research reach outside the academic context
	SI 6 Enhancing publication in indexed journals and books	KP 7 Number of books
		KP 8 Number of chapter in books
	SI 7 Increase number of postgraduate	KP 9 Number of research postgraduate enrolment
SC 3 Wealth Creation Through Commercialisation	SI 8 Leverage UNIMAS niche areas towards sustainable development goals	KP 10 Number of licensing and commercialisation of research product/service
		KP 11 Amount from consultancies



Our Aspirations
**Talent
Excellence**
Strategic Focus 3

Leadership is from the heart

Datuk Patinggi Tan Sri (Dr) Alfred Jabu ak Numpang

Desired state

To provide sufficient, multi-skilled talent pool for the University's succession plan and for future leadership strategies. We aim to produce highly-competent workforce who are needed for the University to excel.

Why it matters

UNIMAS is born to adapt to changes. Our tagline - contemporary and forward looking - means that we cannot afford to be stagnant. In managing talents, we need not be constrained by conventional bureaucracy and traditions; instead, we should be strategically responsive to the ever-changing contexts. UNIMAS has long been a microcosm of our setting. As a university that is based in Sarawak, we naturally reflect the harmonious unity, inclusivity, and broad-mindedness that Sarawak is known for. These values, already robustly sown in our community, are the assets that we will continuously nurture in our future leaders.

Strategic Commitment (SC)	Strategic Initiative (SI)	Key Performance Indicator (KP)
SC 1 Recruit, Hire, and Upgrade New and Existing Staff	SI 1 Recruit talent with expertise and experience	KP 1 Percentage of lecturers with PhD
		KP 2 Number of staff with professional qualification
		KP 3 Number of staff with industry experience
SC 2 Provide Career Advancement Opportunities	SI 2 Diversify career pathways for staff	KP 4 Number of professional appointments in various agencies
		KP 5 Number of P&P appointed as Head of Non-Academic PTj
		KP 6 Percentage of non-academic staff with professional recognition/certification
SC 3 Strengthen Capabilities of Existing Talent	SI 3 Strengthen capabilities through impactful talent development programmes	KP 7 Number of talent development programmes
	SI 4 Integrate effective talent development programmes	KP 8 Percentage of staff enrolled in talent development programmes
	SI 5 Increase the use of talent profiling tool	KP 9 Percentage of staff involvement and usage of talent development programmes
		KP 10 Percentage of utilisation of talent development programmes and feedback

Our Aspirations
**Global
Prominence**
Strategic Focus 4



Universities could become agents in helping foster global integration, mutual understanding, and world peace

Tun Pehin Sri Haji Abdul Taib Mahmud

Desired state

Moving forward, UNIMAS needs to review our current strategies and initiatives for the University's positioning on our global appeal. We should be the force behind collaborations that optimise the rich culture and biodiversity of Borneo. We aim for a concerted effort to strengthen our visibility and competitiveness within the region and beyond.

Why it matters

International collaboration is critical to a University's growth. The presence of international staff and students can drive UNIMAS to foster and maintain a strong culture of inclusivity and excellence. It also attracts crucial changes that benefit both our academic and social settings and signify the importance of our role as an exemplary university.

Strategic Commitment (SC)	Strategic Initiative (SI)	Key Performance Indicator (KP)
SC 1 Strengthen Global Branding	SI 1 Elevate global recognition by capitalising Borneo's strategic location	KP 1 Increase the number of sustainability-based campus activities, promotions, and policies
		KP 2 Number of MoU with international partners and activities under the MoU
		KP 3 Number of MoA with local/international partners and industry
		KP 4 Elevated responses of social media engagement
		KP 5 Number of edutourism programmes
		KP 6 Number of active living labs and/or industrial labs
SC 2 Enhance International Academic Capacity	SI 2 Enhance international immersion opportunities	KP 7 Number of inbound and outbound mobility students
		KP 8 Number of international full-time students
		KP 9 Number of joint academic activities with international universities
		KP 10 Expand the number of global learning facilities through the establishment of International Learning Centres
		KP 11 Expand the concept and image of global classroom through increased numbers of promotion and related activities
SC 3 Enhance the University's International Support Ecosystem	SI 3 Reinforce UNIMAS international support ecosystem to enhance students' experience	KP 12 Improve international students learning and living satisfaction



Our Aspirations
**Financial
Sustainability**
Strategic Focus 5

We have to be creative; we have to develop a new mechanism and even explore uncharted waters if necessary to achieve our financial development goals

Datuk Patinggi (Dr) Abang Haji Abdul Rahman Zohari Bin Tun Datuk Abang Haji Openg

Desired state

Financial viability to continue to achieve the operating procedures of the University and to fulfil its mission through prudent, innovative, effective communication, and fit-for-purpose operations. There is a need to increase the University's internally-generated income or funds without compromising the future of our sustainability.

Why it matters

In the current economic scenario, we need to navigate cost cuts while avoiding reductions to the quality and value of services delivered. Financial sustainability of universities is crucial for Malaysia's future knowledge-based society. This takes into account elements such as socioeconomic importance, expenditure of a rising higher education institution, and the skills to diversify sources of funding. It is crucial to ensure that the University community are able to obtain affordable and accessible finance.

Strategic Commitment (SC)	Strategic Initiative (SI)	Key Performance Indicator (KP)
SC 1 Diversify University Revenues	SI 1 Enhance commercial programmes, smart partnerships, and capital ventures	KP 1 Revenue distribution from commercial programmes and research contracts
		KP 2 Amount received from the university's business arms
SC 2 Optimise and Increase Efficiency of Resources	SI 2 Elevate the University's resource efficiency	KP 3 Revenue generated from asset monetisation
		KP 4 Revenue generated from university facilities
	SI 3 Leverage existing infrastructure to generate income	KP 5 Revenue generated from internal resources
SC 3 Endowment and Waqf Programmes	SI 4 Elevate endowment and waqf programmes	KP 6 Amount of endowment received
		KP 7 Amount of Waqf received

Commitments Strategic Focus 1

- 1 Strengthen Curriculum Design and Delivery
- 2 Advance Academic Quality
- 3 Enhance Student Campus Life Experience



Commitments Strategic Focus 5

- 1 Diversify University Revenues
- 2 Optimise and Increase Efficiency of Resources
- 3 Endowment and Waqf Programmes

Commitments Strategic Focus 4

- 1 Strengthen Global Branding
- 2 Enhance International Academic
- 3 Enhance the University's

INCLUSIVE • GLOBAL

Commitments Strategic Focus 2

- 1 Strengthen and Intensify Research Enculturation
- 2 Enhance Research Impact
- 3 Wealth Creation through Commercialisation

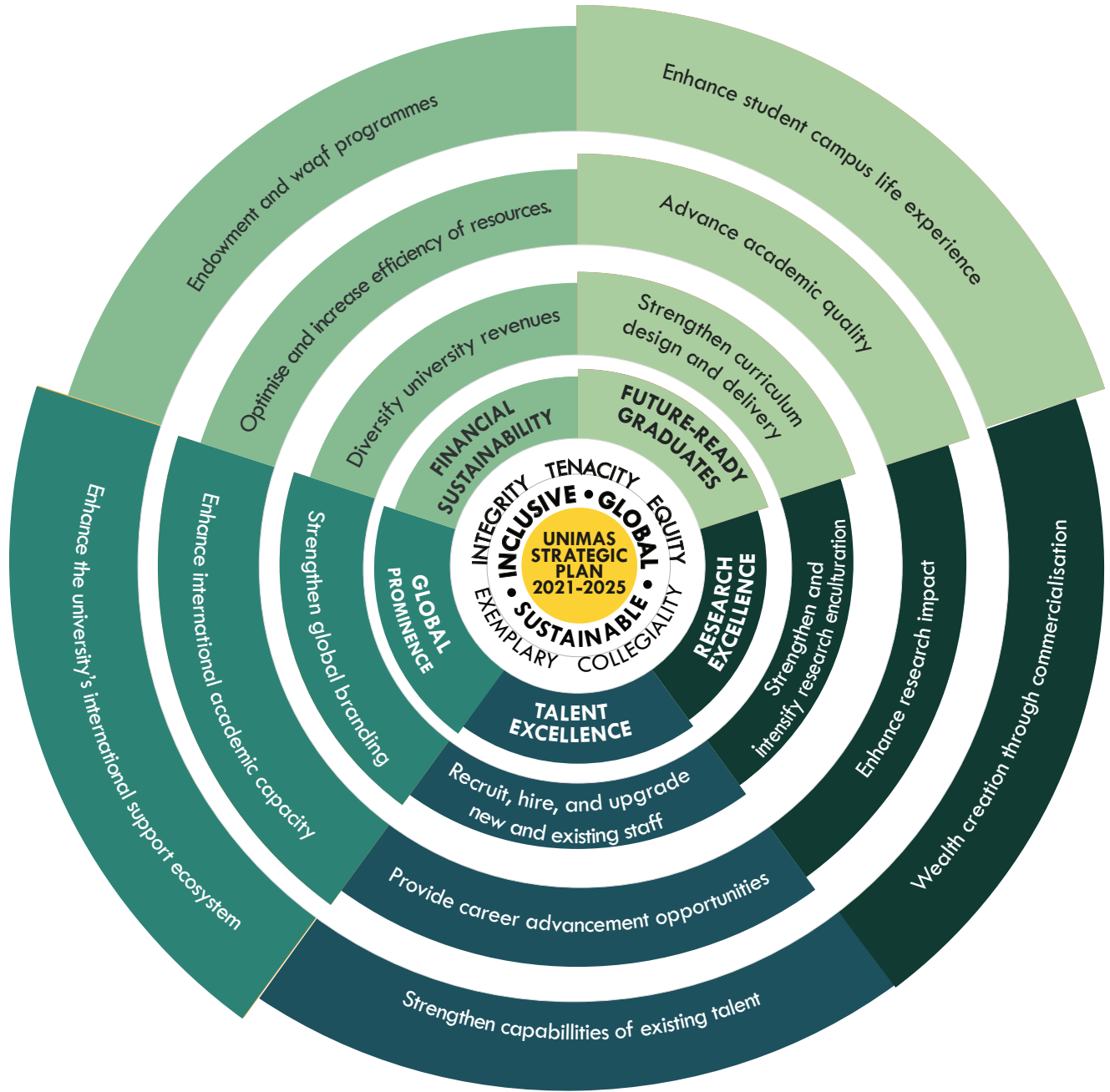


STRATEGIC PLAN 2021-2025

Commitments Strategic Focus 3

- 1 Recruit, Hire, and Upgrade New and Existing Staff
- 2 Provide Career Advancement Opportunities
- 3 Strengthen Capabilities of Existing Talent

AL • SUSTAINABLE





Alignment **Mapping**

We align our strategic plan with both national and international agenda, namely the United Nations Sustainable Development Goals (SDGs), the Malaysian Education Blueprint (MEB), and Rancangan Malaysia Ke-12 (RMK12).

This ensures that our commitments can be benchmarked against standardised, recognised frameworks. Each commitment will be supported by its own cluster of strategic initiatives.

			SUSTAINABLE DEVELOPMENT GOALS															
Strategic Focus			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
SF1	FUTURE-READY GRADUATE	Strengthen curriculum design and delivery	◦	◦	◦	√		√	√			√			√	√		
		Advance academic quality	◦	◦	◦	√	√				√	√		√				
		Enhance student campus life experience	√	√	◦	√						√	√					
SF2	RESEARCH EXCELLENCE	Strengthen and intensify research enculturation	√	◦	◦	◦	◦	◦	◦	◦	◦	√	◦	◦	◦	◦	√	
		Enhance research impact	√	◦	◦	◦	◦	◦	◦	◦	√	◦	◦	◦	◦	◦	√	
		Wealth creation through commercialisation	√	◦	√	√		√	√		√	◦	◦	◦	◦	√	√	
SF3	TALENT EXCELLENCE	Recruit, hire, and upgrade new and existing staff				◦	√			√		√	◦					
		Provide career advancement opportunities				◦	√			√		√	◦					
		Strengthen capabilities of existing talent				◦	√			√		√	◦					
SF4	GLOBAL PROMINENCE	Strengthen global branding	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	
		Enhance international capacity	√	√	√	√	√			√		√	√					
		Enhance the university's international support ecosystem	◦	◦			√		◦			√		√				
SF5	FINANCIAL SUSTAINABILITY	Diversify university revenues								◦	√		√					
		Optimise and increase efficiency of resources						√	√	◦	√		√		√	√		
		Endowment and waqf programmes	√	√	√						◦	√		√				

√ Strongly Aligned

◦ Aligned

			MALAYSIA EDUCATION BLUEPRINT										12th MALAYSIA PLAN		
15	16	17	1	2	3	4	5	6	7	8	9	10	Economic Empowerment	Environmental Sustainability	Social Re-Engineering
√	√	√	√		√	°					√	√	√		
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UNIMAS
UNIVERSITI MALAYSIA SARAWAK

Strategic Focus 1: FUTURE READY GRADUATES

Strategic Focus 2: RESEARCH EXCELLENCE

Strategic Focus 3: SUSTAINABILITY

Strategic Focus 4: GLOBAL PROMINENCE

Strategic Focus 5: INCLUSIVITY

Commitments Strategic Focus 1

1. Strengthening Curriculum Design and Delivery
2. Empowerment of Academic Quality
3. Enhance Student Campus Life Experience

Commitments Strategic Focus 2

1. Strengthen Global Branding
2. Enhance International Academic Capacity
3. Enhance the university's International Support Ecosystem

Commitments Strategic Focus 3

1. Directly University Revenue
2. Optimize and Increase Efficiency of Resources
3. Lockdown and Waqf Programme

Commitments Strategic Focus 4

1. Strengthen Global Branding
2. Enhance International Academic Capacity
3. Enhance the university's International Support Ecosystem

Commitments Strategic Focus 5

1. Strengthen Global Branding
2. Enhance International Academic Capacity
3. Enhance the university's International Support Ecosystem

INCLUSIVITY GLOBAL PROMINENCE SUSTAINABILITY



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