

National Defence University of Malaysia  
**Strategic Plan**  
**2016-2025**  
(DRAFT)



**NDUM**

## SHIFT NO 1: HOLISTIC, ENTREPRENEURIAL AND BALANCED GRADUATES

No	What Will We Do?	How Will We Do It?	Performance Indicator	Time Frame	Responsibility
1.	Develop holistic, entrepreneurial and balanced graduates that possess relevant and appropriate disciplinary knowledge and <i>skills (ilmu)</i> , ethics and <i>modality (akhlak)</i> , along with the right behaviours, mindsets, cultural and civilisational <i>literacy (beradab)</i>	<p>a. Expand academia- industry collaboration in the design and delivery of programmes through the following:</p> <ul style="list-style-type: none"> <li>- Improved networking and engagement with industry, MAF and other related government agencies</li> <li>- Strengthen the role of industry in the academic advisory system for curriculum development</li> <li>- Industry panel to advise on <i>Projek Sarjana Muda (PSM)</i></li> <li>- Strengthen system of industrial training (<i>Latihan Industri</i>) through better selection of companies/organisations and effective supervision</li> <li>- Internships and attachment to industry</li> <li>- To create CEO Faculty Programmes</li> <li>- To create positions of Adjunt Professors for CEOs and Captains of industry</li> </ul>	<p>Number/ Frequency of engagements</p> <p>Increased role of industry</p> <p>Increased engagement</p> <p>Number /Type of companies and organisations selected</p> <p>Number of internships / attachment</p> <p>Number and Nature of Engagement</p> <p>Number of positions created</p>	<p>Immediately</p> <p>Immediately</p> <p>Immediately</p> <p>Immediately</p> <p>Immediately</p> <p>6 Months</p> <p>6 Months</p>	<p>PNC (JIPK)</p> <p>TNC (AA) / DEANS</p> <p>TNC (AA) / DEANS</p> <p>TNC (AA) /PNC (JIPK) / DEANS</p> <p>TNC (AA) / PNC (JIPK) / DEANS</p> <p>TNC (AA) / PNC (JIPK) / DEANS</p>

		<p>b. Increase The Use Of Experiential Learning And Service Learning To Develop 21st Century Skills through the following:</p> <ul style="list-style-type: none"> <li>- Review academic content to enable theoretical knowledge to be applied to real-world problems and situations towards strengthening Problem Based Learning</li> <li>- Increase the use of simulations and hands on activities through case studies, laboratories, workshops, field works as well as address real community issues</li> <li>- Student Centred Learning based on the concept of 'Murabbi'</li> <li>- New approaches whereby students are managed by the same person as the academic advisor and industrial training supervisor</li> <li>- Development of a pool of experts on MQA/Professional bodies requirements</li> <li>- Strengthen students analytical and critical thinking skills</li> <li>- Strengthen communication skills</li> <li>- Strengthen leadership development at all levels</li> <li>- Strengthen language proficiency in English and Bahasa Malaysia</li> </ul>	<p>Number of programmes reviewed</p> <p>Number and type of activities</p> <p>Availability</p> <p>Availability</p> <p>Availability</p> <p>Evaluation results</p> <p>Evaluation results</p> <p>Number and quality of leadership programmes</p> <p>Evaluation results</p>	<p>1 year</p> <p>1 year</p> <p>Immediately</p> <p>6 Months</p> <p>1 year</p> <p>Continuous</p> <p>Continuous</p> <p>Continuous</p> <p>Continuous</p>	<p>TNC (AA) / DEANS</p> <p>TNC (AA) / DEANS</p> <p>TNC (AA) / DEANS</p> <p>TNC (AA) / DEANS</p> <p>TNC (AA) / DEANS</p> <p>TNC (AA) / DEANS / LANGUAGE CENTRE</p> <p>TNC (AA) / TNC (HEPA) / DEANS / LEADERSHIP CENTRE / ALK</p> <p>LANGUAGE CENTRE</p>
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		<ul style="list-style-type: none"> <li>- Strengthen language proficiency in one modern language</li> <li>- Inculcation of values of Duty, Honour and Integrity (NDUM Motto)</li> <li>- Student mobility/exchange programmes with both local and overseas universities/ institutions</li> </ul>	<p>Evaluation results</p> <p>Evaluation results</p> <p>Number of programmes</p>	<p>Continuous</p> <p>Continuous</p> <p>Continuous</p>	<p>LANGUAGE CENTRE</p> <p>TNC (AA) / TNC (HEPA) / DEANS / LEADERSHIP CENTRE / ALK</p> <p>TNC (AA) / TNC (HEPA) / LEADERSHIP CENTRE</p>
		<p>c. Develop a codified iCGPA to assess students' holistic, entrepreneurial and balanced development</p> <ul style="list-style-type: none"> <li>- Formulate an UPNM iCGPA based on the following: <ul style="list-style-type: none"> <li>• KPT guidelines</li> <li>• 6 attributes of a UPNM graduate</li> <li>• Extra curricular activities</li> <li>• Community work</li> <li>• Entrepreneurial spirit</li> </ul> </li> </ul>	<p>Availability</p>	<p>6 months</p>	<p>TNC (AA) / TNC (HEPA)</p>
		<p>d. Create opportunities for academic staff to acquire entrepreneurial skills/understand industry ecosystem and demands through the attachment of UPNM lecturers to industry for immersion into real world issues, especially to the defence and security industry</p>	<p>Number of attachments</p>	<p>1 year</p>	<p>TNC (AA) / PNC (JIPK)</p>
		<p>e. Develop and create entrepreneurial spirit amongst students through developing mindsets that challenge existing modalities, creativity, innovation and risk taking</p>	<p>Number of programmes</p>	<p>1 year</p>	<p>TNC (AA) / TNC (HEPA) / LEADERSHIP CENTRE / ENTREPRENEURSHIP</p>

		<p>f. Develop entrepreneurial skills for civilian students through the following:</p> <ul style="list-style-type: none"> <li>- Strengthen UPNM system of entrepreneurial development through a better identification of projects and mentoring</li> <li>- Internship and attachment to relevant industries</li> <li>- Harnessing Industry Captains to advise on entrepreneurial development</li> </ul>	<p>Number of projects</p> <p>Number of Internship/ attachment</p> <p>Availability</p>	<p>Immediately</p> <p>1 year</p> <p>6 Months</p>	<p>ENTREPRENEURSHIP</p> <p>PNC (JIPK) / ENTREPRENEURSHIP</p> <p>PNC (JIPK) / ENTREPRENEURSHIP</p>
		<p>g. Strengthen student employability</p>	<p>95% employability within 6 months of completing studies</p>	<p>Continuous</p>	<p>TNCs / PNC / DEANS / CENTRES / DEPARTMENTS</p>

## SHIFT NO 2: TALENT EXCELLENCE

No	What Will We Do?	How Will We Do It?	Performance Indicator	Time Frame	Responsibility
	Achieve talent excellence by attracting, developing and retaining excellent talent through specialised pathways for educators, researchers, leaders and practitioners	<p>a. Positioning and strengthening UPNM in teaching and learning as well as research and innovation in the defence and security sector through the following:</p> <ul style="list-style-type: none"> <li>- Creating an environment that attracts and retains academics and researchers who are inspired by a defence and security ecosystem, especially those with PhD qualifications</li> <li>- Developing a curriculum which is demand driven i.e. based on the needs of the defence and security sector</li> <li>- Embarking on research that focuses on the defence and security sector as well as securing adequate funding</li> <li>- Mould ALK Officers through participation in teaching and learning workshops/seminars</li> </ul>	<p>Low staff turnover (below 5% per year)</p> <p>Feedback from stakeholders</p> <p>Number of research and amount of funding secured</p> <p>Number of officers</p>	<p>Immediately</p> <p>Immediately</p> <p>Immediately</p> <p>Continuous</p>	<p>TNC (AA) / TNC (R&amp;I) / DEANS / CODRAT</p> <p>TNC (AA) / DEANS</p> <p>TNC (R&amp;I) / CODRAT</p> <p>TNC (AA) / DEANS / ALK</p>
		<p>b. Enabling UPNM to develop Multi-track Career Pathways to attract best talent based on the following pathways:</p> <ul style="list-style-type: none"> <li>- Academics, including those from the defence and military background</li> <li>- Researchers, especially those with defence and security industry background</li> <li>- Leaders, especially those from the defence and security background</li> </ul>	Availability	1 year	TNC (AA) / TNC (R&I) / DEANS / REGISTRAR / CORPORATE AFFAIRS

		- Professionals/Practitioners in related fields			
		<p>c. Providing Best Practice Guidelines</p> <ul style="list-style-type: none"> <li>- Strengthening the system of human resource management that attracts and recruits the best talent, rewards and retains them</li> <li>- Strengthen opportunities for talent development through participation in seminars, workshops, conferences and courses</li> <li>- Recognition and rewards of contributions by individuals in the different path ways</li> </ul>	<p>New guidelines introduced</p> <p>Participation numbers</p> <p>Number of individuals recognised/rewarded</p>	<p>Continuous</p> <p>Continuous</p> <p>1 year</p>	<p>TNC (AA) / REGISTRAR</p> <p>TNC (AA) / REGISTRAR</p> <p>TNC (AA) / REGISTRAR</p>

### SHIFT NO 3: NATION OF LIFELONG LEARNERS

No	What Will We Do?	How Will We Do It?	Performance Indicator	Time Frame	Responsibility
	Achieving a nation of lifelong learners by developing high quality formal, non-formal and informal programmes in a wide range of disciplines and topics to support both professional and personal development	a. Create a Framework for Recognising Prior Learning (APEL) for qualifications awarded by the Malaysian Armed Forces and Security Agencies	Availability	1 Year	TNC (AA) / DEANS / POSTGRADUATE CENTRE / NIEEd
		b. Strengthen Stakeholder Engagement Programmes to understand their professional/personal development needs as well as develop programmes accordingly, comprising the following:  - Malaysian Armed Forces - Security Agencies - LTAT - PERHEBAT - Defence Industry	Strengthened engagement	Continuous	PNC (JIPK)
		c. Create an infra-structure for online and distance learning	Availability	1 Year	TNC (AA) / ICT
		d. Financial Support through the following:  - Working with financial institutions for creating financial assistance programmes  - Secure funding for lifelong learning programmes from organizations such as the Malaysian Armed Forces, LTAT and PERHEBAT	Availability  Availability	1 year  Immediately	BURSAR / NIEEd / UPNM HOLDINGS  PNC (JPIK) / NIEEd



**SHIFT NO 4: QUALITY TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET) GRADUATES**

<b>No</b>	<b>What Will We Do?</b>	<b>How Will We Do It?</b>	<b>Performance Indicator</b>	<b>Time Frame</b>	<b>Responsibility</b>
	Develop vocational and training (TVET) graduates by introducing high quality formal and non-formal programmes in a wide range of disciplines and topics to support both professional and non-professional development	a. Work with defence and security industry to develop programmes of apprenticeship, hands-on training, real life simulation and specialised employer training programmes, especially for those from the defence and security sectors	Number of programmes	1 year	PNC (JIPK) / DEANS / ENTREPRENEURSHIP

## SHIFT NO 5: FINANCIAL SUSTAINABILITY

No	What Will We Do?	How Will We Do It?	Performance Indicator	Time Frame	Responsibility
	Diversify sources of financial sustainability by establishing a new, more sustainable financing system for UPNM	<p>a. Increase income for UPNM through the following:</p> <ul style="list-style-type: none"> <li>- Activities and investments of UPNM Holdings Sdn. Bhd.</li> <li>- Increase university reserves (<i>Wang Rezab</i>) through creative financial mechanisms</li> <li>- Creating a trust fund for the management of endowments and waqf from industry and university alumni and developing strategies for securing them</li> <li>- Secure offsets funding to create new academic programmes by engaging the Ministry of Defence and overseas Equipment Manufacturers (OEMs)</li> <li>- Increase the offerings of Executive Programmes (short courses and post graduate programmes)</li> <li>- Consultancy and contract research</li> </ul>	<p>Amount generated</p> <p>Amount generated</p> <p>Availability</p> <p>Number/Value of offset programmes</p> <p>Number of new programmes</p> <p>Number/Value of consultancy and contract research</p>	<p>Continuous</p> <p>Continuous</p> <p>1 Year</p> <p>Continuous</p> <p>Continuous</p> <p>Continuous</p>	<p>UPNM HOLDINGS</p> <p>BURSAR</p> <p>BURSAR</p> <p>PNC (JIPK)</p> <p>NIEEd</p> <p>TNC (AA) / TNC (R&amp;I) / PNC (JIPK) / DEANS / CODRAT</p>
		b. Strengthening Operational Efficiency through the following:	Strengthened operational	Continuous	TNCs / PNC / DEANS / CENTRES /

		<ul style="list-style-type: none"><li>- Maximise usage of resources</li><li>- Increase productivity</li><li>- Right sizing</li><li>- Policies</li><li>- Systems and procedures</li><li>- Culture of financial prudence</li><li>- Good governance</li></ul>	efficiency		DEPARTMENTS
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## SHIFT NO 6: EMPOWERED GOVERNANCE

No	What Will We Do?	How Will We Do It?	Performance Indicator	Time Frame	Responsibility
	Develop an empowered system of governance for UPNM based on readiness and capacity for decision making operating within the regulatory framework established by the government	a. Working with the Ministry of Higher Education to secure greater decision making power in return for clearer accountability against a set of pre-agreed outcomes	Increased decision making powers	Continuous	TNCs / PNC / DEANS / CENTRES / DEPARTMENTS
		b. Obtain university autonomy through the autonomy audit by Malaysia Productivity Corporation (MPC)	Autonomy status	6 months	CENTRE FOR QUALITY
		c. Operationalising/translating the University Transformation Programme Green Book (Enhancing University Board Governance and Effectiveness) towards building the capacity of the UPNM Board of Directors as well as university management	Availability	6 months	PNC (JIPK)

## SHIFT NO 7: INNOVATION ECOSYSTEM

No	What Will We Do?	How Will We Do It?	Performance Indicator	Time Frame	Responsibility
	Facilitate the UPNM innovation ecosystem in the defence and security domains to support both university-driven and demand-driven research, as well as create development and commercialisation models.	a. Focussing on creating scale and growth for basic and applied research in the defence and security ecosystem to support military modernisation as well as defence industry growth	Increased research/ number of programmes	Continuous	TNC (R&I) / CODRAT
		b. Strengthened social environment and culture in UPNM that supports mind-sets and talent development in research and innovation	Supportive social environment and research culture	Continuous	TNC (R&I) / DEANS / CODRAT
		c. Strengthening mechanisms for identifying priority research projects and applications for funding as well as developing support structures	Strengthened mechanisms	Continuous	TNC (R&I) / DEANS / CODRAT
		d. The Centre for Defence Research and Technology (CODRAT) to focus on applied research as well as localisation	Number of projects	Continuous	CODRAT
		e. Increased research funding by engagement with stakeholders including Ministry of Education, Ministry of Science, Technology and Innovation, defence and security agencies as well as the defence and security industry	Increased research funding	Continuous	TNC (R&I) / CODRAT
		f. Strengthening structures for the registration of patents as well as their eventual commercialization through various modalities such as joint ventures and start-up companies	Structures created	Continuous	TNC (R&I) / UPNM HOLDINGS

## SHIFT 8: GLOBAL PROMINENCE

No	What Will We Do?	How Will We Do It?	Performance Indicator	Time Frame	Responsibility
	Enhanced UPNM global prominence by developing an international brand through increased international innovative programmes and partnerships	a. Strengthening and increasing international academic partnerships with overseas universities	Number of partnerships	Continuous	TNC (AA) / PNC (JIPK)
		b. Strengthening and increasing international research partnerships with overseas universities, research organisations as well as defence and security companies	Number of partnerships	Continuous	TNC (AA) / TNC (R&I) / PNC (JIPK) / CODRAT
		c. Marketing UPNM's tropical testing capabilities and training facilities at Kem Kongkoi	Number of Projects	Continuous	TNC( R&I) / UPNM HOLDINGS
		d. Increasing the intake of international Officer Cadets, especially from ASEAN and OIC countries by working closely with the Ministry of Defence and overseas missions	Increased number of international Officer Cadets	1 year	TNC (AA) / PNC (JIPK)
		e Marketing UPNM to overseas civilian students, both undergraduate and post graduate, through promotion and participation at international student education fairs and conferences	Number of Students	Undergraduate - 1 year Post graduate - Continuous	TNC (AA) / POSTGRADUATE CENTRE/NIEEd
		f. Organise and participate in international conferences, seminars and workshops	Number of Participations	Continuous	TNC (AA) / TNC (R&I) / PNC (JIPK)/DEANS/ALL CENTRES

**SHIFT 9: GLOBALISED ONLINE LEARNING**

<b>No</b>	<b>What Will We Do?</b>	<b>How Will We Do It?</b>	<b>Performance Indicator</b>	<b>Time Frame</b>	<b>Responsibility</b>
	Develop UPNM globalised online learning with robust cyber infrastructures that can support the use of technologies like video-conferencing, live streaming and Massive Open Online Course (MOOCs)	a. Strengthen blended learning in UPNM as part of its pedagogical approach	Availability (50% of courses)	1 year	TNC (AA) / DEANS / ICT
		b. Create a robust UPNM cyber infrastructure and online learning mechanism	Availability	1 year	TNC (AA) / ICT
		c. Leverage on Massive Open Online Courses (MOOCs), video conferencing as well as live streaming	Availability	1 year	TNC (AA) / ICT

## SHIFT 10: TRANSFORMED HIGHER EDUCATION DELIVERY

No	What Will We Do?	How Will We Do It?	Performance Indicator	Time Frame	Responsibility
	Transform UPNM by breaking down operating silos across departments, forge stronger partnerships with other universities, industry and community and improve its efficiency and effectiveness	<p>a. Accelerate the UPNM transformation programme by identifying and adopting best practices and tools through the following:</p> <ul style="list-style-type: none"> <li>- Strengthen accountability, stewardship and transparency in decision making</li> <li>- Increase devolution of autonomy to Faculty for effective and efficient decision making</li> <li>- Strengthen Standing Operating Procedures for finance , HR and general administration</li> <li>- Implement Performance Monitoring and Control for better resource management</li> <li>- Strengthen management of human capital</li> <li>- Strengthen ICT infrastructure</li> <li>- Strengthen the availability and quality of infra-structure /facilities</li> <li>- Strengthen knowledge management</li> </ul>	Adoption of best practices and tools	Continuous	TNCs / PNC / DEANS / CENTRES / DEPARTMENTS
		b. Create new Faculties based on need analysis and stakeholder requirements/market driven	New Faculties created	2 Years	TNC (AA) / DEANS /
		c. Strengthen partnerships and delivery mechanisms with stakeholders such as Ministry of Higher Education, Ministry of	Number/Type of Partnerships	Continuous	TNCs / PNC / DEANS / CENTRES / DEPARTMENTS



		Defence, universities, defence and security industries and community			
		d. Implement the 'Playbooks' to be issued by the Ministry of Higher Education	Availability	1 year	TNCs / PNC / DEANS / CENTRES / DEPARTMENTS