



# Strategic Plan 2021–2025



## Preamble

This Strategic Plan 2021-2025 attempts to spell out the purpose of the role of UCSI College and the actions it undertakes to achieve the desired outcome.

UCSI College was established in December 2015 by the well diversified UCSI Group. Currently UCSI College offers a variety of programmes which range from pre-university, diploma, certificate to degree transfer programmes and 3+0 degree programmes. Alongside these academic programmes, the College also offers English enhancement courses and Teaching English to Speakers of Other Languages (TESOL).

Under the Malaysian Education Act a College has no legitimate ground to offer to the public/students its own bachelor degree and postgraduate qualifications; similarly a local private university has no jurisdiction to run and offer qualifications from foreign universities. However, it does not limit the College to seek collaboration and linkages with renowned foreign universities and institutions of higher learning to conduct and deliver their bachelor degrees and postgraduate degrees wholly/partially through the College.

Such collaborations will directly benefit many potential students and their families in saving substantial costs to secure an overseas degree parchment. For many families the aspirations to earn a reputable overseas university education can be illusive due to the constraint in financial readiness. Thus arrangements such as 3+0/4+0 and 2+1/2+2 are our main intention and it should cover a wide variety of disciplines from Science, Engineering, Information Technology, Business, Accounting, Economics to Social Sciences.

Since its inception, UCSI College has successfully achieved collaborations with some of the world's reputable universities from various countries such as the United Kingdom, the United States, Australia, and Ireland.

 **Vision**

 **Priorities**

 **Educational Goals**

 **Core Strategies**

 **Enabling Strategies**

# Vision

UCSI College aims to be the leading College renowned for its leadership in academic pursuits and, at the same time, engaged with the industry and the community to ensure that our programmes are market driven and our graduates are globally employable. We seek to do this in the following ways:

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1. To provide quality foreign universities qualifications that can be studied fully in Malaysia through the popularly known 3+0/4+0 arrangements. Over the period of this Plan we will build on the available and improving infra-structures in UCSI Group's long traditions of collaborative scholarship and academic freedom, as well as independence, to expand the linkages in undergraduate to postgraduate degrees while fostering a culture in which innovation plays an important role.
  
2. Our distinctive structure, born out of more than 30 years of history of the UCSI Group through hardships and determination and visionary leadership, is a source of strength. We offer environments which are both supportive to students and staff alike and steeply characterised by an enduring sense towards the community. This ultimately will challenge us to continuously pursue academic integrity and quality as well as to offer a personal sense of academic excellence that encourages life-long learning.
  
3. This Plan sets a challenging agenda for the College to meet the following aspirations:
  - a. To develop our capacity to provide quality education opportunities and share knowledge within Malaysia to ensure significant contributions to developing the mind-sets of the younger generations and the community towards a learned society, thus, enhancing the economic growth for the country from which they come.
  
  - b. To work effectively with other foreign universities, institutions and organisations, where such partnerships can lead to outstanding quality in education and training.
  
  - c. To enhance structures for collaborations across departments, colleges, and the University.
  
  - d. To fulfil the aims that no potential student should be denied from receiving higher tertiary education due to financial constraints.

- e. To ensure, through commitment to the personal experience in the pursuit of education with the College, that each student would be able to apply the values, skills, and intellectual discipline they have so acquired towards the development of their future lives, careers, and community. We also hope this will generate a lifelong sense of connection with UCSI College.
  - f. To recruit and retain the best academic staff.
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- 4. We will maintain focus on the Strategic Plan 2021-2025 to ensure that it continues to meet our academic requirements and the academic needs of our partner institutions. It should also enable us to respond to the external environment, and is updated as appropriate.
  - 5. The scheduled Annual Planning and Budgeting process will provide the framework for making the Strategic Plan operational college wide. It facilitates engagement and empowerment with industries, both local and overseas, aligned with best practises and strategic priorities of the College.
  - 6. Strengthen the awareness level and reputation of the College across the region and beyond.
  - 7. Develop new proposals for international collaborations and education linkages with overseas partners and ensure a stronger role in international student recruitment.
  - 8. Joint research and develop the plan with foreign universities.

# Priorities

Throughout the duration of this Strategic Plan 2021-2025 we will remain focus on two significant priorities for development and expansion. These priorities span our core strategies and our educational goals. It also opens up the potential for new and enhanced activity on the part of staff and students.

## Priority 1: Global Partnerships

To develop the College's position as a local-global institution for intellectual and academic engagement through the proactive communication of ideas generated at various points and through openness to new ideas generated elsewhere.

1. The College will endeavour and seek to be active to pursue across the broadest range of disciplines through our partner institutions globally. This, with the support of professional bodies, industry players and the UCSI Group, our involvement in education shall place us in a unique position to influence and engage with various segments of global education institutions and community. This global network should attract students and staff of the highest international calibre to the College.
2. We constantly strive to generate and convey the knowledge created by ourselves, our partners and community. We are open and adapt to new ideas generated. We will continue to seek to develop external collaborations, with academia and practitioners, noting that these may be most effective in those areas where research and teaching strengths are complementary.
3. An enhanced online technology will form part of this strategy. Digital technology will be widely used in the College to generate and disseminate knowledge and communicated to the community. We will always position ourselves so that we can harness speedily and effectively with digital technologies for the benefits of our staff, students, alumni, and those outside the College. We will create a strong and coherent online presence to connect directly with those seeking knowledge about any area of academic study. We will also make available our teaching resources and collections for our own community, for our distance-taught students across the world, and for learners everywhere.

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## Priority 2: Networking, communication, and inter-disciplines

We will continue to build and strengthen on multiple-disciplinary programmes and enable collaborations in new and developing areas.

1. Strong core disciplines that fulfil the national and global needs will be given strong emphasis to ensure that our graduates are both domestic and international savvy. This, when combined with mechanisms to promote international collaborations, will further challenge our multi-disciplinary intention to encourage broad-span intellectual sharing of knowledge.
2. We will champion the effort to promote multi-disciplinary degrees. Through partnerships with renowned universities we expect to uncover the depth of expertise in different modules of discipline and subject areas. This will make the College the ideal choice to study especially for those who wish to learn and experience cross-cultural exposures.
3. Through close-knitted relationship and collaboration with our partner institution globally we will also work to bring in other programmes via our approved APEL C unit to our mature students and working community who share keen interests to gain advanced knowledge and develop new frontiers of knowledge. We will explore opportunities to join hands with institutions and organisations internationally where such collaboration will enable us to deliver knowledge global significance and relevance that requires international interdisciplinary collaboration.



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# Educational Goals

**UCSI College shall always uphold the integrity in education and endeavour to build upon the successes of UCSI Group aspirations to promote holistic education that empowers students to be successful individuals with integrity, professionalism and a desire to contribute to society and the community. We lay down five (5) tenets of principles to fulfil our educational goals:**

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1. To promote holistic education that empowers students to be successful individuals with integrity, professionalism and a desire to contribute to society. Thus, we maintain that that the students must be given and encouraged in the freedom of expression and questioning. We do not believe that knowledge can be found anywhere with sheer determination and hard work and it should not be confined to the classroom and over dependence on the teachers.
2. To offer professionally driven, industry-relevant academic programmes that emphasise world class quality education and practical learning support. This will be carried out by close linkage with partner institutions around the world to conducting and offering the programmes to be wholly delivered and taught in the College by the joint efforts of the staff from the College and the partner university.
3. To promote innovation in teaching and learning excellence through unique delivery systems. The College will invest in online materials and equipment to facilitate the students learning experiences in real-time lectures and tutorials alongside their counterparts in the host campus of the partner university.
4. To create a learning environment that enables students to realise their maximum potential through self-directed, team based and experiential learning.
5. To produce highly capable, confident and industry-ready graduates with values of diversity and inclusiveness.

# Core strategies

We adapt our core strategies from the book *Entrepreneurship: Successfully Launching New Ventures* by Barringer & Ireland as shown below. These strategies focus upon our existing strengths and share the knowledge and benefits with our students and community. Each strategy is expressed as a series of commitments.



*Adapted from: 4 core strategies in Entrepreneurship: Barringer & Ireland*

## Commitment 1: Core Strategy

1. Our mission is to transform lives and communities through holistic learning experiences that unlock the maximum potential of individuals. We will work towards this goal with unwavering determination and uncompromising devotion to share and maintain the best approach in sharing knowledge, information and intelligence in its originality and rigour with the highest standard of framework, training, and integrity.
2. We will provide the channels for freedom for individual growth and expansion through free expression and ingenuity in research among students and staff. This belief reflects the value of the principle of academic freedom; thus enabling the pursuit of academic enquiry subject to the norms and standards of academic rules and regulations, without interference or penalty.
3. In order to appeal to the market, we will be very selective with the courses we choose to ensure marketability and employability of the graduates. At the same time, we also emphasise the importance of reputation, sustainability and viability of partner institution that we are to have linkages.
4. We are mindful that in order to be successful, we need to exploit our good reputation of being the top and favoured education provider in Malaysia and within the region. This alone will not be sufficient, however, to sustain us in the fast evolving market and industry. Therefore, the management of the College will be continuously analysing the market and look for basis for differentiation in teaching approach, staff-student relations, quality, as well as other important factors such as facilities and academic integrity and freedom.

5. To encourage creative autonomy of individuals, both staff and students, to address fundamental questions of real significance and applied questions with potential to change the lives of students and the community.

### Commitment 2: Strategic Resources

1. With our existing campus equipped with the state-of-the-art facilities in Cheras and with the strong support from UCSI University and UCSI Group, the College holds unparalleled breadth and depth of local education expertise that enables us to lead our agenda in wholesome education across the spectrum of the sciences, the social sciences, and the humanities. Our commitment to the range and depth of our multi-disciplinary work with foreign universities is one of our key competencies that yield immediate impact.
2. As had been mentioned earlier that our vision is to recruit and to retain good staff. The College upholds the significance of human asset as key-resources in education which is highly service-oriented. It is the culture of UCSI Group, and therefore the College, to be on the lookout continuously for capable and committed work-force.
3. The College will strengthen support arrangements for all staff – support, administrative and academic. Training courses, both internal and external, will be made available for personal and professional development, mentoring and the use of regular opportunities to review progress and promote career development. We will continue to expand our provision for educational development, including study towards externally accredited teaching qualifications.
4. The College has set very high standard and emphasis on the ambience and logistic as key competencies that facilitate education process. Thus, the ambience and the surrounding of the premises, equipped with recreation facilities, are put in place. Moreover, the College has also invested large amount in online learning management systems such as Course-Networking that allows students to network globally. We also spare no efforts to plan put in place online teaching facilities.

### Commitment 3: Partnership Network

1. We will develop, maintain and nurture highest level of relationships with our stakeholders such as students, parents, suppliers and partners, based on trust and integrity, and invest our time and effort in subject areas of long-term worth. This forms the foundation of our educational sustainability.
2. We set in priority for various government support, and vice-versa, which includes the Malaysian Ministry of Higher Education (MOHE) and the Malaysian Qualification Agency (MQA). This ensures that we are constantly on the safeguard to uphold our education standard and quality that encompass different parties – lecturers, partner institutions and industry players - in maintaining and developing resources for subsequent generations and training for leaders and teachers of the future.

3. We will ensure that our College and our partner universities develop a co-ordinated and consistent programme to cater to the needs of community engagement. This should inculcate the role to involve the wider community to play its part in enhancing their life economically, culturally, socially and environmentally, and to develop long-term relationships within the multi-racial community.
4. We will work in partnerships with local government and businesses sectors to promote the College as a hub for knowledge intensive activities. The College will promote more interaction with business and industry, including through continuing professional development, and consulting. There will be a focus on working in partnership in developing skills and innovative services to drive sustainable economic growth. We offer relevant talks and seminars to various business organisations as our efforts to share knowledge and enhance our existence and promote our expertise.
5. Our partnership and collaboration with professional bodies and business community will strengthen our academic programmes to ensure that they are market savvy and up-to-date.

#### Commitment 4: Customer Interface

1. The College's engagement with local and international schools is wide-ranging, including Campus Familiarisation Tour, talks and seminar, programme familiarisation talks, schools visits, leadership development programme as well as some joint community programmes.
2. Employee volunteering programme like English tutoring of local school children is among one of the efforts of our community volunteering activities undertaken by students through the College Hub.
3. We will also ensure that the College takes the initiative to co-ordinate consistent programme of wider community engagement to enable it to play its part in enhancing academic life of the potential students and their parents culturally, and environmentally, and to develop long-term relationships with the local community. Programmes like National Maths and Science Quiz has been organised on annually for secondary school leavers, visits to orphanages and Old Folks Home are annual programmes our students look forward to. We also interact and engage with the community through our Recycle Programmes, Green the Earth, Clean the Beach Programmes and many other initiatives. All these activities are organised with a collective aim to achieve the Sustainable Development Goals (SDGs) set by the United Nations which the UCSI Group holds valuable. All the more as UCSI College aims to be a part of the Regional Centre of Expertise (RCE) in the Greater Kuala Lumpur initiative by the United Nations.

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# Enabling Strategies

**Our strategies will be supported by a carefully formulated Five-Point enabling strategies which will in turn be put in translation by an implementation plan. These strategies will be focused on creating the capability, scale, organisational excellence, facilities, resources and reputation that are critical for success.**

## Enabling Strategy 1: Staffing

1. To achieve our goals, we will work to recruit, significantly, the number of suitably qualified academic staff.
2. This will require the setting up of a vibrant, quick action, supportive and inclusive environment that encourages and identifies the recruitment, development and retention of diverse community of academics/scholars. It should not exclude our top postgraduate students who are highly talented early-career academics.

## Enabling strategy 2: Sustainable Growth

1. To have the impact that defines a successful academic institution, the College must expand the number of collaborative programmes with renowned universities worldwide and to increase the number of student population to 2,000 full-time students
2. To achieve this goal, while maintaining quality, UCSI College will target a sustained staff growth of 2.0% per annum.
3. Two essential prerequisites for such growth with quality are academic excellence and the maintenance of appropriate student to staff ratios.

## Enabling strategy 3: Processes, Infrastructure & Logistics

1. The College will strive to optimise the organisation, processes, facilities and use of resources.
2. We will endeavour to decentralise to avoid overlapping costs through systematic implementing a strategically aligned management structure that empowers leadership throughout the Campuses.
3. We will, post COVID-19 and recovery MCO, enhance the broadband and internet facilities available to support teaching and learning, both for the staff and the students, through involvement of various resource and service providers, infrastructure for effective data management, and by developing and deploying tools for collaborative working, both online and offline.

4. We will also implement robust systems with minimum necessary functionality to support all aspects of the student experience in a cost- effective way.
5. Carefully planned campus development and modernisation of equipment and information technology will enhance research, teaching, the student experience and administrative efficiency. Thorough planning will allow the College to attain scale with optimum functionality and cost-effectiveness.

#### Enabling strategy 4: Sustainable Incomes

1. We are mindful that being a private education institution we need to generate sufficient funding to finance our activities. While cost control is very important, we cannot move forward in our way to excellence. Therefore, diversified revenue growth is vital for sustainable academic success.
2. It is through careful implementation of the entire above primary and enabling strategies, we hope will achieve real revenue growth to support all our activities in excellent in academic pursuit.
3. We will generously plough back our revenues for reinvestment in the developing of our infrastructure and logistics for teaching and public engagement.

#### Enabling strategy 5: Identifying our Niche

1. We will work hard to identify and make known our strength and niche to the market, industry and community with respect to our quality, values and distinctiveness that define UCSI College as a body that “transforms lives”.
2. To ensure that our societal impact and influence is align with our accomplishments and achievements.
3. We will effectively convey the quality of our teaching, mode of deliveries and public engagement by way of academic conduits like newsletter, College Homepage, publications, reports, public forum, dialogues and exhibitions; we will also exploit marketing, media outlets, communication channels, relationship networks and ranking agencies to satisfy the above aims.

#### Implementation

This Plan will be comprehensively reviewed annually during the 2021–2025 period by a purposefully established high-powered committee. Progress, or any diversion, towards strategic goals will be monitored closely by way of a comprehensive framework of concrete indicators. This iterative ensures that it continues to meet its purpose and remains appropriate to ongoing changes in the external environment.

The purpose whereby UCSI College is being established under the UCSI Group to actively pursue the following two modes of education arrangement for our students, though Mode 1 is more preferred.

### **Mode 1: The 3+0 Degree Programme**

1. The '3+0' degree programme is the most affordable as it allows Malaysian students to enrol for a degree programme at UCSI College that collaborates with a foreign partner university.
2. This means cheaper cost of living and is best for students who find it difficult to be leaving their family and loved ones behind.
3. This arrangement also means the student can complete the entire degree programme at UCSI College and will be awarded with a foreign degree qualification from partner universities in the UK, the US, or Australia.
4. The qualification, syllabus and assessment methods will be the same as if you studied at the partner university abroad.

### **Mode 2: The Twinning Degree Programme**

1. The twinning degree programme allows dual registration for students at the UCSI College and the foreign university with the aim of graduating with a degree from the twinning partner university.
2. The students will attend part of the course locally and the balance at the twinning partner university abroad, studying the same curriculum as the university abroad with some local content introduced to meet local authority requirements.
3. Twinning can be on a 1+2 arrangement (1 year at the UCSI College and 2 years at the overseas twinning university) or 2+2 (2 years locally and 2 years overseas) or 2+1 (2 years locally and 1 year overseas).
4. The benefit of this programme is that the students get to save money while in Malaysia and focus on studies to get a scholarship from the university when it is time to continue overseas.

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